

# Equal Employment Opportunity & Diversity Action Plan

Fiscal Year '02



**"Unity Through Diversity"**



Office of Human Resources

# Equal Employment Opportunity & Diversity Action Plan

**Fiscal Year '02**



**Montgomery County, Maryland  
Office of Human Resources  
EEO and Diversity Management Team  
101 Monroe Street, 8th Floor  
Rockville, Maryland 20850**

[http://www.emontgomery.org/ohr/index\\_frameset.htm](http://www.emontgomery.org/ohr/index_frameset.htm)

Alternative formats of this Plan may be obtained through the Montgomery County Public Libraries.  
Please note that certain statistical tables are not available in the electronic version of this Plan and  
may be obtained from the Office of Human Resources

### **MESSAGE FROM THE COUNTY EXECUTIVE**

It is my pleasure to present the Fiscal Year 2002 Equal Employment Opportunity and Diversity Action Plan. Montgomery County continues its strong commitment and steadfast progress in the area of equal employment opportunity (EEO) and workforce diversity. Under the guidance of the Office of Human Resources, the County has promoted an environment that supports equity, inclusion, and diversity in the workplace. To this end, our achievements over the past year include the following:

- The representation of minorities and women in the County workforce increased significantly in the past year, outpacing the overall growth of the County workforce. Females increased by 7.5% and minorities increased by 12.1%, while the overall workforce increased by 5.6%.
- The disparity between the salaries of male and female employees in the County workforce is significantly less than the disparity between the salaries of men and women nationwide. While the goal is 100% parity, women in the County workforce earn 93% of the salaries of men, compared to 72% nationwide.
- The County's FY 2001 Diversity Day observance had the largest attendance yet, with over 2800 participants and program information translated into 12 different languages.
- Conscious of employees' need to balance the demands of work with personal life, the County has revived its Work/Life Initiative, issued its first Work/Life Resource Directory and developed a County-wide Pilot Telework Program.
- Montgomery County continued its commitment to the Partnership for Youth Advancement Internship Program, through which high school and college students from diverse backgrounds receive valuable work experience with the County. The County placed 44 interns in FY 2001.
- The number of discrimination complaints has decreased significantly from last year. Some of the internal mechanisms that may have contributed to this include the County's EEO policies, EEO complaint process, anti-harassment training and consultation, and alternative dispute resolution programs.

Montgomery County is proud of its achievements in the area of EEO and diversity, yet we recognize that significant challenges lie ahead. In this time of solemn reflection and steadfast resolve, I ask all of you to resist intolerance and fight the iniquity of bigotry in our community and our workplace. Injustice can prevail only if we succumb to it. Let Montgomery County be the beacon of tolerance and model of equal opportunity for all to emulate.

Douglas M. Duncan  
County Executive



## **ABOUT THE EQUAL EMPLOYMENT OPPORTUNITY & DIVERSITY ACTION PLAN**

I am pleased to issue the FY 2002 Equal Employment Opportunity & Diversity Action Plan. This past year has been one of significant accomplishments in the area of equal employment opportunity (EEO) and workforce diversity. Leading the effort in this area, the Office of Human Resources has promoted proactive and aggressive strategies to expand recruitment outreach activities to traditionally underrepresented populations. These efforts have proven to be successful as evidenced by the substantial increase in the representation of women and minorities in our workforce. As the following pages will show, the representation of these protected groups has increased at an accelerated rate over the last year. As a result, we have eliminated underutilization of Asians in one job group and dramatically reduced the degree of underutilization of minorities and women, where it continues to exist.

The Plan provides a detailed analysis of the County's workforce by race/ethnicity, gender and EEO job category, and discusses its collective and individual agency efforts to promote inclusion, diversity, and equity in the workplace. This document demonstrates the County's progress in the areas of EEO and diversity, and points out areas of need. Our goal continues to be the optimum utilization of human capital, our most valuable resource, through the recruitment and development of a diverse, qualified and talented workforce. Toward that end, recruitment objectives and strategies have been designed to expand opportunities for all qualified individuals. Only by inclusion can Montgomery County maintain its position as a competitive employer in an increasingly diverse labor market and global community.

This year, the Plan includes several new sections related to EEO and diversity, including a Salary Analysis comparing the average annual pay of employees by race and gender; a section on Disability Services; and information on EEO complaints and alternative dispute resolution. In addition, the Plan provides updates on on-going programs such as the County's Annual Diversity Day Observance Program, the Partnership for Community Empowerment Grants, the Partnership for Youth Advancement Internship Program, the Montgomery County Diversity Council, and the recently revived Work/Life Initiative. These programs are complemented by a multitude of individual departmental initiatives (also featured in the Plan) designed to promote diversity in specific areas.

Ultimately, it is our common goal and shared responsibility to ensure that we work in an environment that values diversity and promotes equity among all individuals. Let us take pride in our accomplishments but resist complacency. We in the Office of Human Resources are proud to take the lead in pursuing this goal and redouble our commitment to equal employment opportunity and diversity. We thank you for your support.

Marta Brito Perez  
Director

**“ In Our Work Environment, We Recognize  
Diversity as a Unique and Unifying Force Where  
All Individuals Are Respected and Valued and  
Given an Equal Opportunity for Success”**

The Honorable Douglas M. Duncan  
Montgomery County Executive

On the occasion of the official launching of the County's Diversity Initiative  
and the first Annual Diversity Day Observance Program  
Rockville, Maryland, December 12, 1995

# **FY 2002 EQUAL EMPLOYMENT OPPORTUNITY & DIVERSITY ACTION PLAN**

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## **POLICY STATEMENT**

Montgomery County is an Equal Opportunity Employer committed to workforce diversity. It is the policy of Montgomery County to conduct all employment activities in a manner that will ensure equal employment opportunity for all persons without regard to race, color, religion, national origin, ancestry, sex, marital status, disability, sexual orientation, genetic status, or political affiliation. It is also the policy of Montgomery County that supervisors and managers must ensure that employees are provided with a work environment that is free from discrimination and harassment of any kind. Employees must not discriminate or harass anyone on these bases, or retaliate against anyone for participating in an investigation under this policy. Employment discrimination is prohibited by Federal, State, and local laws and will not be tolerated.

## **RESPONSIBILITY FOR IMPLEMENTATION**

The EEO and Diversity Management Team in the Office of Human Resources is the lead entity responsible for development and implementation of the Equal Employment Opportunity and Diversity Action Plan. The Team is also responsible for enforcement of Montgomery County's Equal Employment Opportunity (EEO) Policy. In conjunction with other County offices, the Team serves to promote fairness, equity, and respect for diversity in the workplace. Managers and supervisors bear a special responsibility to ensure that individuals under their supervision are provided with a work environment free from discrimination and harassment of any kind. Department Directors and County Officials are responsible and accountable for implementing the objectives of the County's EEO and Diversity Action Plan in their respective areas.



## DISSEMINATION OF PLAN

The County's Equal Employment Opportunity and Diversity Action Plan shall be made available to applicants, employees, and the general public through the Office of Human Resources (OHR). OHR disseminates the information contained in the Plan to all Department and Agency Directors on an annual basis. They are responsible for making the Plan available to employees within their respective areas, as appropriate. The Plan is also disseminated to the Montgomery County Diversity Council, the Office of Community Outreach, and the African American, Hispanic/Latino, and Asian American Liaisons in the Offices of the County Executive. In addition, the Plan is disseminated to the African-American, Hispanic/Latino, and Asian-Pacific Advisory Groups appointed by the County Executive.

The County distributes copies of the County's EEO and Sexual Harassment Policies contained in the Plan at all employee orientations and related training sessions. The Policies are reiterated throughout the year in various County-wide communications, including OHR's *FYI* and policy memoranda from the County Executive. The Policies are available and posted at County facilities and work sites. The Plan and related policies are also available in the resource library of the County's website at [www.emontgomery.org/ohr/index\\_frameset.htm](http://www.emontgomery.org/ohr/index_frameset.htm).

## **WORK FORCE ANALYSIS**

The following Work Force Analysis Summary provides a statistical breakdown of the work force composition of the various Departments and Agencies in the Executive Branch of Montgomery County Government, by gender and race/ethnicity. The data is presented in numbers and percentages of the total work force for each Department as of July 13, 2001.

# Work Force Analysis Summary

Executive Branch County-Wide  
07/01/2001

Department	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
BOARD OF ELECTIONS	20	5 25.00	16 80.00	13 65.00	1 5.00	2 10.00	0 0.00	0 0.00	4 20.00	2 10.00	1 5.00	1 5.00	0 0.00	0 0.00
BOARD OF LICENSE COMMISSIONERS	9	2 22.22	5 55.56	3 33.33	2 22.22	0 0.00	0 0.00	0 0.00	4 44.44	4 44.44	0 0.00	0 0.00	0 0.00	0 0.00
COMMISSION FOR WOMEN	10	4 40.00	10 100.00	6 60.00	2 20.00	2 20.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
COMMUN USE PUBLIC FACILITIES	21	8 38.10	16 76.19	10 47.62	2 9.52	2 9.52	2 9.52	0 0.00	5 23.81	3 14.29	1 4.76	0 0.00	1 4.76	0 0.00
CORRECTION & REHABILITATION	424	242 57.08	164 38.68	76 17.92	76 17.92	9 2.12	2 0.47	0 0.00	260 61.32	106 25.00	143 33.73	8 1.89	1 0.24	1 0.24
COUNTY ATTORNEY	69	13 18.84	47 68.12	38 55.07	4 5.80	2 2.90	2 2.90	0 0.00	22 31.88	18 26.09	4 5.80	0 0.00	0 0.00	0 0.00
COUNTY EXECUTIVE	50	18 36.00	40 80.00	23 46.00	11 22.00	2 4.00	3 6.00	0 0.00	10 20.00	9 18.00	1 2.00	0 0.00	0 0.00	0 0.00
ECONOMIC DEVELOPMENT	34	15 44.12	21 61.76	12 35.29	2 5.88	2 5.88	3 8.82	1 2.94	13 38.24	7 20.59	1 2.94	2 5.88	2 5.88	1 2.94
ENVIRONMENTAL PROTECTION	43	5 11.63	16 37.21	13 30.23	1 2.33	1 2.33	0 0.00	0 0.00	27 62.79	25 58.14	0 0.00	1 2.33	1 2.33	0 0.00
ETHICS COMMISSION	2	0 0.00	2 100.00	2 100.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00
FINANCE	107	42 39.25	72 67.29	42 39.25	15 14.02	4 3.74	8 7.48	1 0.93	35 32.71	23 21.50	3 2.80	2 1.87	7 6.54	0 0.00
FIRE & RESCUE SERVICE	1010	215 21.29	148 14.65	126 12.48	12 1.19	5 0.50	4 0.40	1 0.10	862 85.35	669 66.24	129 12.77	38 3.76	14 1.39	12 1.19
HEALTH & HUMAN SERVICES	1519	649 42.73	1270 83.61	737 48.52	332 21.86	119 7.83	65 4.28	6 0.39	249 16.39	133 8.76	73 4.81	19 1.25	21 1.38	1 0.07
HOUSING & COMMUNITY AFFAIRS	116	37 31.90	68 58.62	43 37.07	18 15.52	4 3.45	3 2.59	0 0.00	48 41.38	36 31.03	9 7.76	3 2.59	0 0.00	0 0.00
HUMAN RELATIONS COMMISSION	23	15 65.22	13 56.52	5 21.74	7 30.43	1 4.35	0 0.00	0 0.00	10 43.48	3 13.04	3 13.04	2 8.70	2 8.70	0 0.00
HUMAN RESOURCES	68	27 39.71	49 72.06	29 42.65	13 19.12	5 7.35	1 1.47	0 0.00	19 27.94	12 17.65	1 1.47	2 2.94	3 4.41	0 0.00

Data as of 7/13/01

# Work Force Analysis Summary

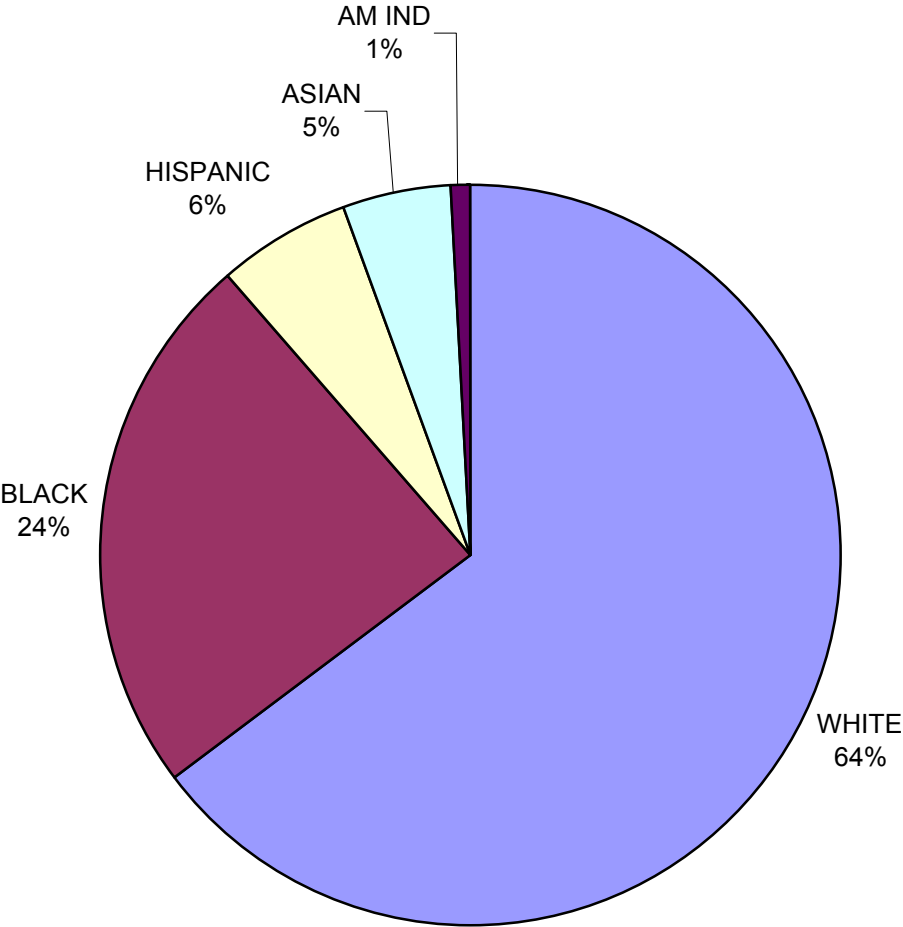
Executive Branch County-Wide

07/01/2001

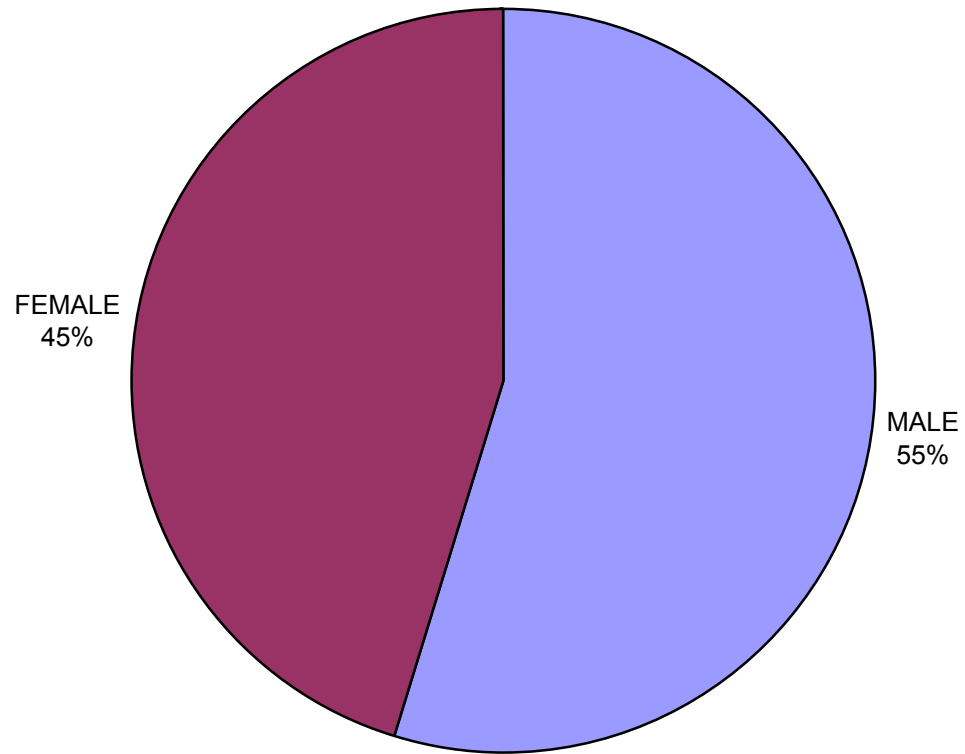
Department	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
INFORMATION SYSTEMS & TELECOMM	117	45 38.46	43 36.75	22 18.80	8 6.84	3 2.56	10 8.55	0 0.00	74 63.25	50 42.74	10 8.55	3 2.56	10 8.55	0 0.00
INTERGOVERNMENTAL RELATIONS	4	0 0.00	2 50.00	2 50.00	0 0.00	0 0.00	0 0.00	0 0.00	2 50.00	2 50.00	0 0.00	0 0.00	0 0.00	0 0.00
LIQUOR CONTROL	234	80 34.19	38 16.24	27 11.54	8 3.42	1 0.43	1 0.43	1 0.43	196 83.76	127 54.27	54 23.08	13 5.56	0 0.00	2 0.85
MANAGEMENT & BUDGET	35	8 22.86	19 54.29	14 40.00	3 8.57	1 2.86	1 2.86	0 0.00	16 45.71	13 37.14	0 0.00	2 5.71	1 2.86	0 0.00
NON DEPARTMENTAL ACCOUNTS	9	7 77.78	6 66.67	2 22.22	2 22.22	1 11.11	1 11.11	0 0.00	3 33.33	0 0.00	2 22.22	0 0.00	1 11.11	0 0.00
PERMITTING SERVICES	164	45 27.44	48 29.27	30 18.29	11 6.71	4 2.44	2 1.22	1 0.61	116 70.73	89 54.27	13 7.93	5 3.05	7 4.27	1 0.61
POLICE	1498	322 21.50	561 37.45	428 28.57	93 6.21	24 1.60	12 0.80	3 0.20	937 62.55	748 49.93	137 9.15	26 1.74	18 1.20	7 0.47
PROCUREMENT	27	13 48.15	17 62.96	9 33.33	6 22.22	0 0.00	2 7.41	0 0.00	10 37.04	5 18.52	3 11.11	1 3.70	1 3.70	0 0.00
PUBLIC INFORMATION	11	3 27.27	6 54.55	5 45.45	1 9.09	0 0.00	0 0.00	0 0.00	5 45.45	3 27.27	1 9.09	0 0.00	1 9.09	0 0.00
PUBLIC LIBRARIES	456	161 35.31	372 81.58	248 54.39	42 9.21	18 3.95	60 13.16	3 0.66	84 18.42	47 10.31	21 4.61	5 1.10	10 2.19	1 0.22
PUBLIC WORKS & TRANSPORTATION	1375	690 50.18	303 22.04	121 8.80	137 9.96	21 1.53	17 1.24	4 0.29	1072 77.96	564 41.02	366 26.62	72 5.24	44 3.20	11 0.80
RECREATION	155	52 33.55	95 61.29	66 42.58	18 11.61	7 4.52	3 1.94	1 0.65	60 38.71	37 23.87	19 12.26	2 1.29	2 1.29	0 0.00
REGIONAL SERVICES CENTERS	40	18 45.00	25 62.50	13 32.50	9 22.50	2 5.00	1 2.50	0 0.00	15 37.50	9 22.50	3 7.50	2 5.00	1 2.50	0 0.00
SHERIFF	145	48 33.10	44 30.34	30 20.69	7 4.83	3 2.07	2 1.38	1 0.69	101 69.66	67 46.21	21 14.48	4 2.76	7 4.83	1 0.69
Facility Total % of Total	7795	2789 35.78	3536 45.36	2195 28.16	843 10.81	245 3.14	205 2.63	23 0.30	4259 54.64	2811 36.06	1019 13.07	213 2.73	155 1.99	38 0.49

Data as of 7/13/01

**EXECUTIVE BRANCH WORKFORCE COMPOSITION BY RACE**



## FY 02 EXECUTIVE BRANCH WORKFORCE COMPOSITION BY GENDER





## **JOB GROUP ANALYSIS**

The following Job Group Analysis Summary provides a statistical breakdown of the composition of the work force in each EEO job group of the Executive Branch of Montgomery County Government by gender and race/ethnicity. The data are presented in terms of numbers and percentages of the total number of employees in each job group as of July 13, 2001.

# Job Group Analysis Summary

Executive Branch County-Wide

07/01/2001

Job Group	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
211 Officials and Administrators	56	12 21.43	22 39.29	14 25.00	7 12.50	1 1.79	0 0.00	0 0.00	34 60.71	30 53.57	2 3.57	1 1.79	1 1.79	0 0.00
212 Officials and Administrators M	268	64 23.88	126 47.01	89 33.21	30 11.19	4 1.49	3 1.12	0 0.00	142 52.99	115 42.91	13 4.85	3 1.12	10 3.73	1 0.37
221 Professionals (RNs, Librarians	489	125 25.56	444 90.80	336 68.71	71 14.52	14 2.86	19 3.89	2 0.41	45 9.20	28 5.73	11 2.25	3 0.61	2 0.41	0 0.00
222 Other Professionals	1127	429 38.07	671 59.54	400 35.49	155 13.75	52 4.61	58 5.15	2 0.18	456 40.46	298 26.44	86 7.63	28 2.48	39 3.46	1 0.09
223 Professionals First Line Super	319	85 26.65	187 58.62	132 41.38	35 10.97	11 3.45	6 1.88	1 0.31	132 41.38	102 31.97	20 6.27	3 0.94	7 2.19	0 0.00
231 Technicians	622	179 28.78	332 53.38	240 38.59	62 9.97	17 2.73	9 1.45	3 0.48	290 46.62	203 32.64	49 7.88	20 3.22	15 2.41	1 0.16
233 Technicians First Line Supers	36	5 13.89	6 16.67	3 8.33	3 8.33	0 0.00	0 0.00	0 0.00	30 83.33	28 77.78	2 5.56	0 0.00	0 0.00	0 0.00
241 Protective Service Officials	420	55 13.10	45 10.71	37 8.81	6 1.43	0 0.00	2 0.48	0 0.00	375 89.29	328 78.10	33 7.86	6 1.43	5 1.19	3 0.71
242 Protective Service Patrol	1969	530 26.92	449 22.80	354 17.98	70 3.56	17 0.86	3 0.15	3 0.15	1520 77.20	1085 55.10	327 16.61	61 3.10	29 1.47	18 0.91
243 Protective Service Other	157	79 50.32	59 37.58	29 18.47	26 16.56	3 1.91	0 0.00	0 0.00	98 62.42	49 31.21	47 29.94	1 0.64	0 0.00	1 0.64
251 Paraprofessionals	415	240 57.83	339 81.69	144 34.70	78 18.80	58 13.98	53 12.77	4 0.96	76 18.31	31 7.47	24 5.78	9 2.17	12 2.89	0 0.00
253 Paraprofessionals First Line S	58	14 24.14	17 29.31	15 25.86	1 1.72	0 0.00	1 1.72	0 0.00	41 70.69	29 50.00	10 17.24	2 3.45	0 0.00	0 0.00
261 Office and Clerical	676	310 45.86	621 91.86	336 49.70	184 27.22	49 7.25	38 5.62	5 0.74	55 8.14	30 4.44	12 1.78	6 0.89	5 0.74	1 0.15
262 Other Clerical	199	87 43.72	93 46.73	45 22.61	29 14.57	7 3.52	12 6.03	0 0.00	106 53.27	67 33.67	29 14.57	6 3.02	2 1.01	2 1.01
263 Office and Clerical First Line	13	4 30.77	3 23.08	2 15.38	1 7.69	0 0.00	0 0.00	0 0.00	10 76.92	7 53.85	2 15.38	0 0.00	1 7.69	0 0.00
271 Skilled Craft	338	118 34.91	7 2.07	4 1.18	1 0.30	0 0.00	1 0.30	1 0.30	331 97.93	216 63.91	75 22.19	21 6.21	13 3.85	2 0.59

Data as of 7/13/01

# Job Group Analysis Summary

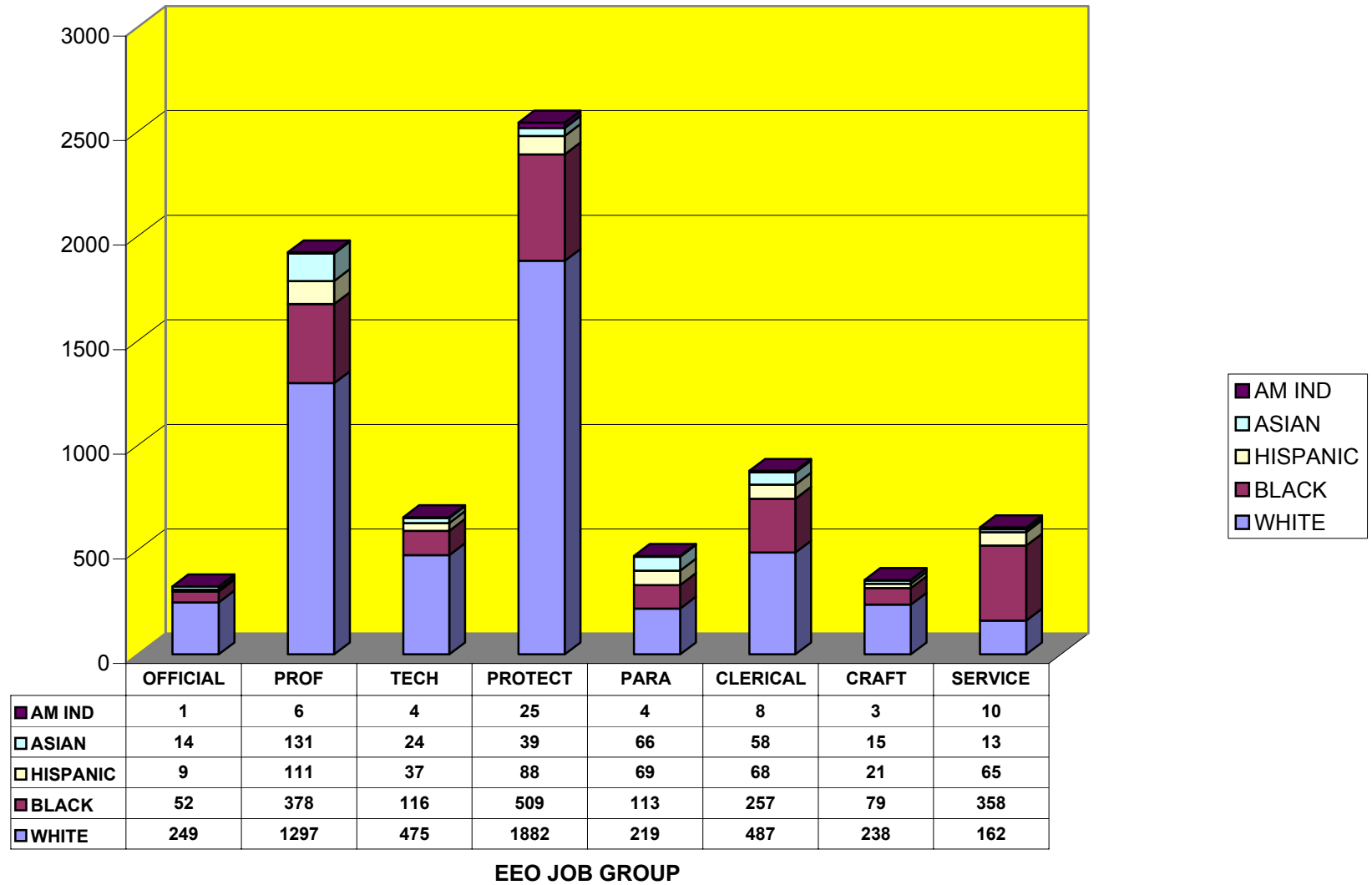
Executive Branch County-Wide

07/01/2001

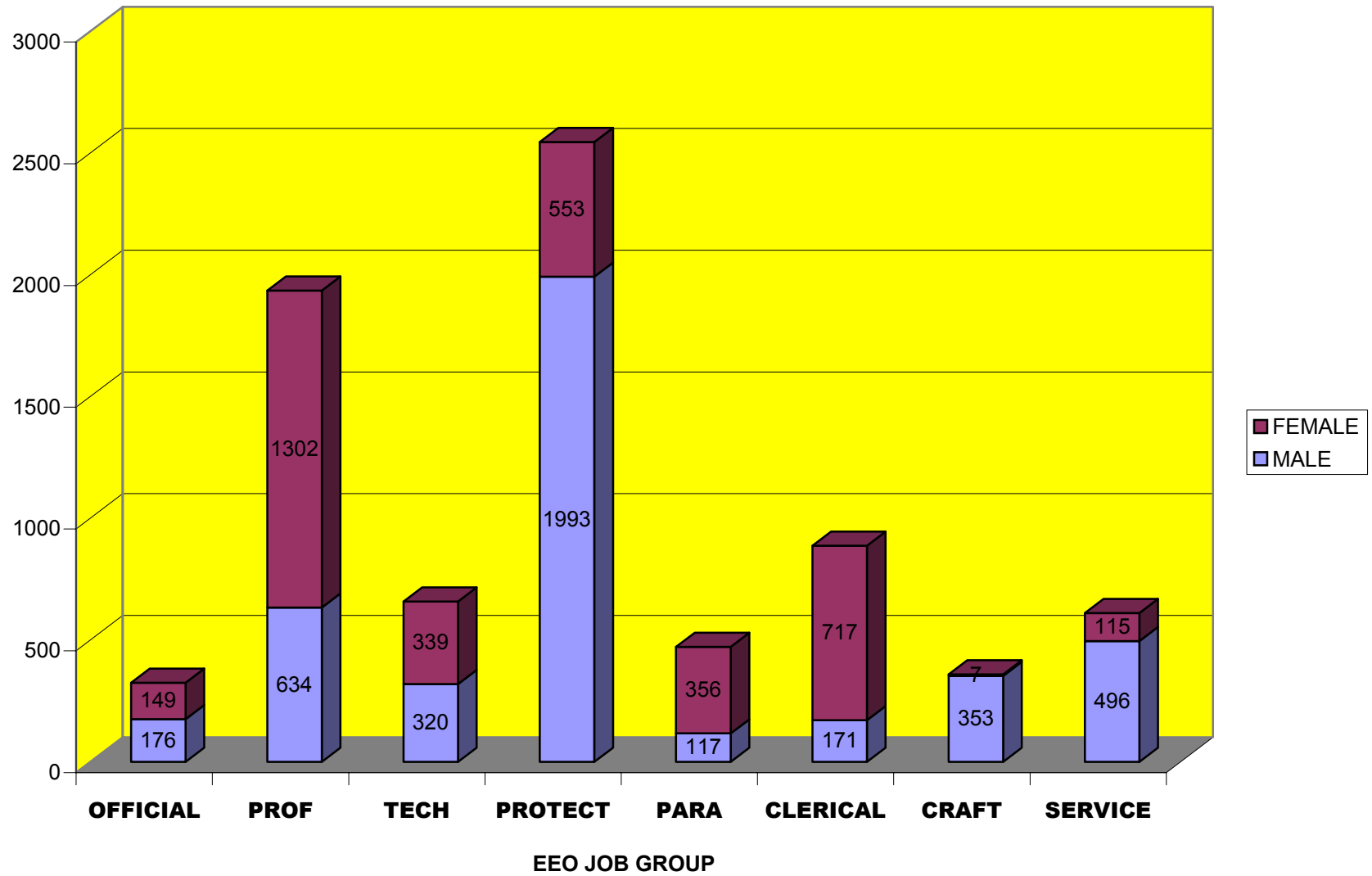
Job Group	Total	Total Min	Female						Male					
			Total	White	Black	Hisp	Asian	Amlnd	Total	White	Black	Hisp	Asian	Amlnd
273 Skilled Craft First Line Super	22	4 18.18	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	0 0.00	22 100.00	18 81.82	3 13.64	0 0.00	1 4.55	0 0.00
281 Service Maintenance	568	433 76.23	108 19.01	14 2.46	78 13.73	12 2.11	0 0.00	2 0.35	460 80.99	121 21.30	265 46.65	42 7.39	13 2.29	8 1.41
283 Service Maintenance First Line	43	16 37.21	7 16.28	1 2.33	6 13.95	0 0.00	0 0.00	0 0.00	36 83.72	26 60.47	9 20.93	1 2.33	0 0.00	0 0.00
Facility Total % of Total	7795	2789 35.78	3536 45.36	2195 28.16	843 10.81	245 3.14	205 2.63	23 0.30	4259 54.64	2811 36.06	1019 13.07	213 2.73	155 1.99	38 0.49

Data as of 7/13/01

## JOB GROUP DISTRIBUTION BY RACE/ETHNICITY



## FY 02 JOB GROUP DISTRIBUTION BY GENDER



## UTILIZATION ANALYSIS

The following Incumbency vs. Estimated Availability Summary (also known as the Utilization Analysis Summary) provides a statistical breakdown of the County's workforce composition in each job group by gender and race/ethnicity, as compared with the availability of qualified individuals in the relevant labor market.\* The comparison is made in each EEO job group by gender and race/ethnicity. Underutilization is said to exist when the difference between the County's workforce and the available qualified workforce is greater than two standard deviations. County workforce data is presented in numbers and percentages as of July 13, 2001, while the labor market data is presented in terms of percentages only, for each job group.

\*Please note that this analysis is based on 1990 U.S. Census data which is the most recent census data made available by the Federal Government. Although not reflective of the current demographics of the community, it is currently the data that is officially used by the Federal Government in determining underutilization.



# Incumbency v. Estimated Availability Summary

Executive Branch County-Wide

07/01/2001

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than Reasonably Expected?
211 Officials and Administrators	56	Female Minority Black Hispanic Asian AmIndian	22 12 9 2 1 0	39.29 21.43 16.07 3.57 1.79 0.00	42.15 23.60 17.81 2.67 2.67 0.35	
212 Officials and Administrators M	268	Female Minority Black Hispanic Asian AmIndian	126 64 43 7 13 1	47.01 23.88 16.04 2.61 4.85 0.37	55.97 27.22 16.66 4.59 5.26 0.28	Yes
221 Professionals (RNs, Librarians	489	Female Minority Black Hispanic Asian AmIndian	444 125 82 17 21 2	90.80 25.56 16.77 3.48 4.29 0.41	80.90 34.65 26.87 2.95 4.44 0.27	Yes Yes
222 Other Professionals	1127	Female Minority Black Hispanic Asian AmIndian	671 429 241 80 97 3	59.54 38.07 21.38 7.10 8.61 0.27	67.11 38.55 25.53 6.11 6.00 0.52	Yes Yes
223 Professionals First Line Super	319	Female Minority Black Hispanic Asian AmIndian	187 85 55 14 13 1	58.62 26.65 17.24 4.39 4.08 0.31	71.10 33.16 21.56 5.03 5.80 0.33	Yes Yes
231 Technicians	622	Female Minority Black Hispanic Asian AmIndian	332 179 111 37 24 4	53.38 28.78 17.85 5.95 3.86 0.64	53.82 39.49 27.68 5.29 5.27 0.66	Yes Yes
233 Technicians First Line Supers	36	Female Minority Black Hispanic Asian AmIndian	6 5 5 0 0 0	16.67 13.89 13.89 0.00 0.00 0.00	53.75 29.25 18.64 5.69 3.86 0.62	Yes Yes
241 Protective Service Officials	420	Female Minority Black Hispanic Asian AmIndian	45 55 39 6 7 3	10.71 13.10 9.29 1.43 1.67 0.71	22.05 26.84 20.30 3.88 1.56 1.01	Yes Yes Yes Yes

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test [Small JG: JG Size <= 30, Exact Binomial]

Yes indicates Number of Standard Deviations <= -2.00

Yes\* indicates Probability <= 0.0500

# Incumbency v. Estimated Availability Summary

Executive Branch County-Wide  
07/01/2001

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than Reasonably Expected?
242 Protective Service Patrol	1969	Female Minority Black Hispanic Asian AmIndian	449 530 397 78 32 21	22.80 26.92 20.16 3.96 1.63 1.07	19.47 36.81 33.18 2.58 0.77 0.20	Yes Yes
243 Protective Service Other	157	Female Minority Black Hispanic Asian AmIndian	59 79 73 4 0 1	37.58 50.32 46.50 2.55 0.00 0.64	34.80 43.62 38.66 1.96 2.29 0.58	
251 Paraprofessionals	415	Female Minority Black Hispanic Asian AmIndian	339 240 102 67 65 4	81.69 57.83 24.58 16.14 15.66 0.96	74.30 40.19 26.78 6.10 6.35 0.47	
253 Paraprofessionals First Line S	58	Female Minority Black Hispanic Asian AmIndian	17 14 11 2 1 0	29.31 24.14 18.97 3.45 1.72 0.00	81.03 55.66 24.96 14.88 14.47 0.91	Yes Yes  Yes Yes
261 Office and Clerical	676	Female Minority Black Hispanic Asian AmIndian	621 310 196 55 43 6	91.86 45.86 28.99 8.14 6.36 0.89	87.08 38.33 29.75 4.35 3.70 0.50	
262 Other Clerical	199	Female Minority Black Hispanic Asian AmIndian	93 87 58 13 14 2	46.73 43.72 29.15 6.53 7.04 1.01	66.32 41.30 29.51 5.19 5.86 0.41	Yes
263 Office and Clerical First Line	13	Female Minority Black Hispanic Asian AmIndian	3 4 3 0 1 0	23.08 30.77 23.08 0.00 7.69 0.00	77.79 45.52 29.93 7.39 6.29 0.86	Yes*
271 Skilled Craft	338	Female Minority Black Hispanic Asian AmIndian	7 118 76 21 14 3	2.07 34.91 22.49 6.21 4.14 0.89	15.15 49.39 39.77 5.52 3.59 0.25	Yes Yes Yes

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test [Small JG: JG Size <= 30, Exact Binomial]

Yes indicates Number of Standard Deviations <= -2.00

Yes\* indicates Probability <= 0.0500

# Incumbency v. Estimated Availability Summary

Executive Branch County-Wide

07/01/2001

Job Group	Total Incumbents (#)	Category	Incumbents (#)	Incumbency (%)	Availability (%)	Less than Reasonably Expected?
273 Skilled Craft First Line Super	22	Female Minority Black Hispanic Asian AmIndian	0 4 3 0 1 0	0.00 18.18 13.64 0.00 4.55 0.00	2.86 34.64 22.58 6.02 4.03 0.87	
281 Service Maintenance	568	Female Minority Black Hispanic Asian AmIndian	108 433 343 54 13 10	19.01 76.23 60.39 9.51 2.29 1.76	40.96 58.68 51.85 4.05 1.84 0.84	Yes
283 Service Maintenance First Line	43	Female Minority Black Hispanic Asian AmIndian	7 16 15 1 0 0	16.28 37.21 34.88 2.33 0.00 0.00	19.01 74.98 59.18 9.51 2.40 1.72	Yes Yes

Comparison of Incumbency to Availability is performed using the Two Standard Deviation Test [Small JG: JG Size <= 30, Exact Binomial]

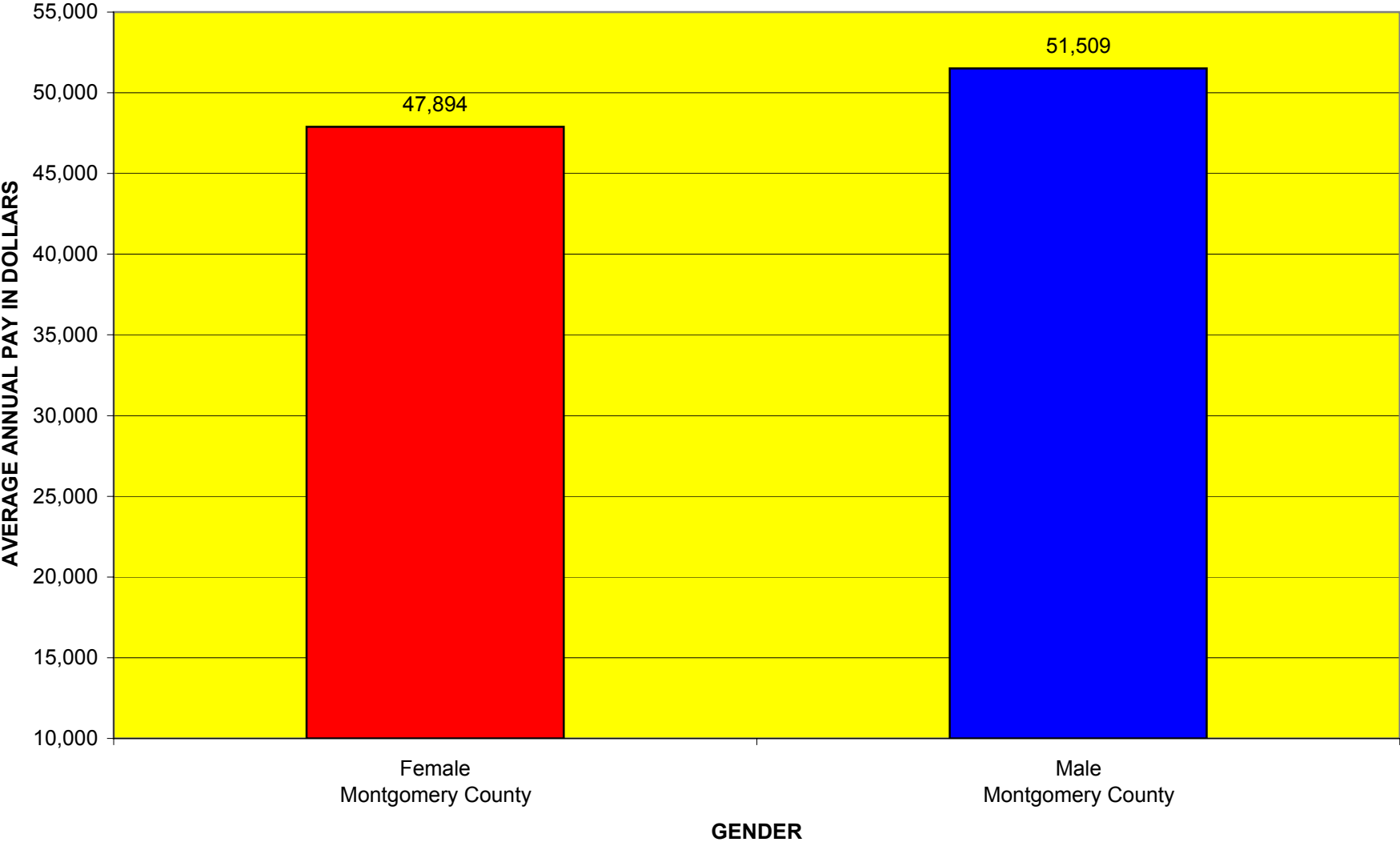
Yes indicates Number of Standard Deviations <= -2.00

Yes\* indicates Probability <= 0.0500

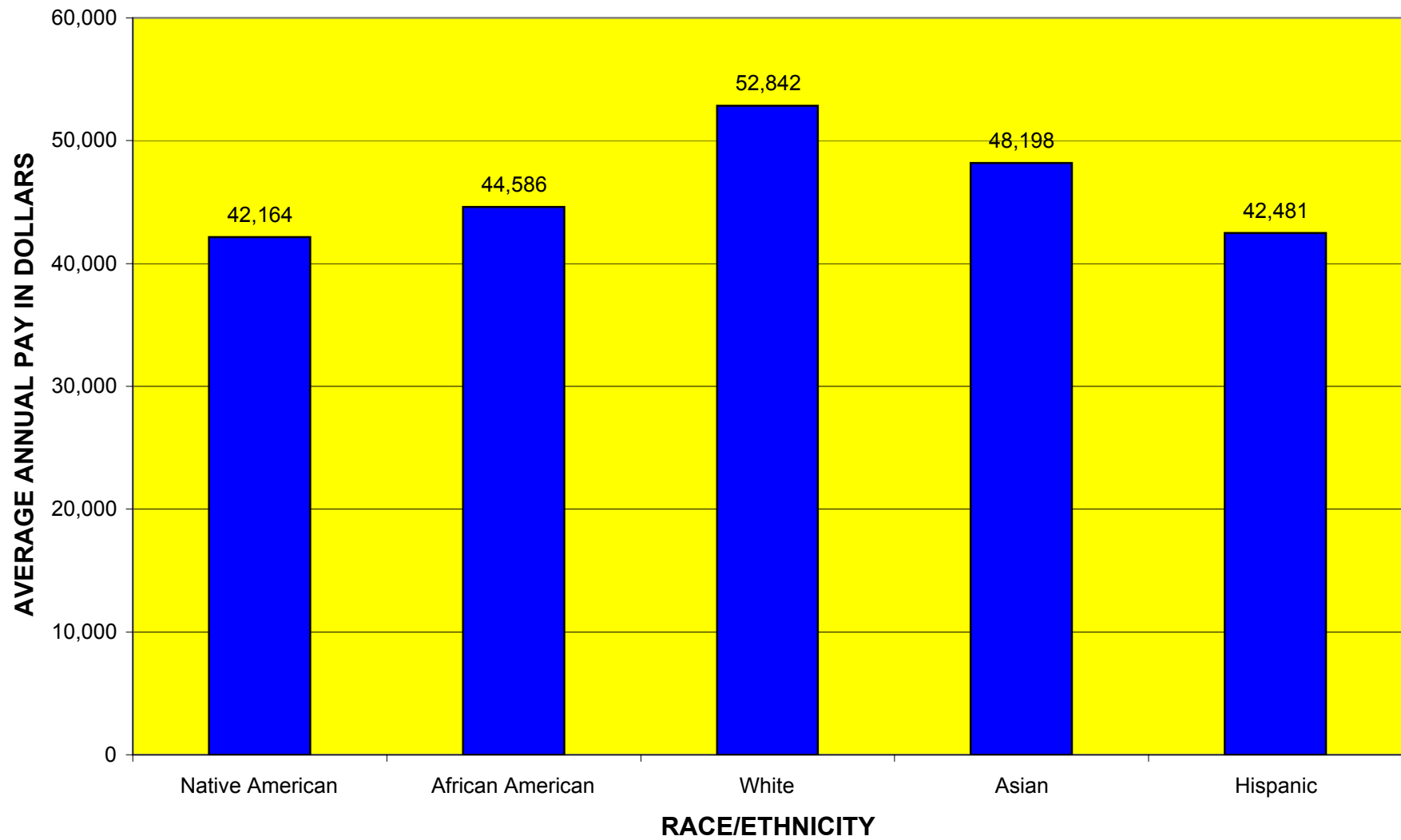
## **SALARY ANALYSIS**

The following Salary Analysis provides graphical data on the average annual pay of employees in the County's Executive Branch work force by race/ethnicity and gender, as of July 13, 2001.

**AVERAGE SALARY BY GENDER**

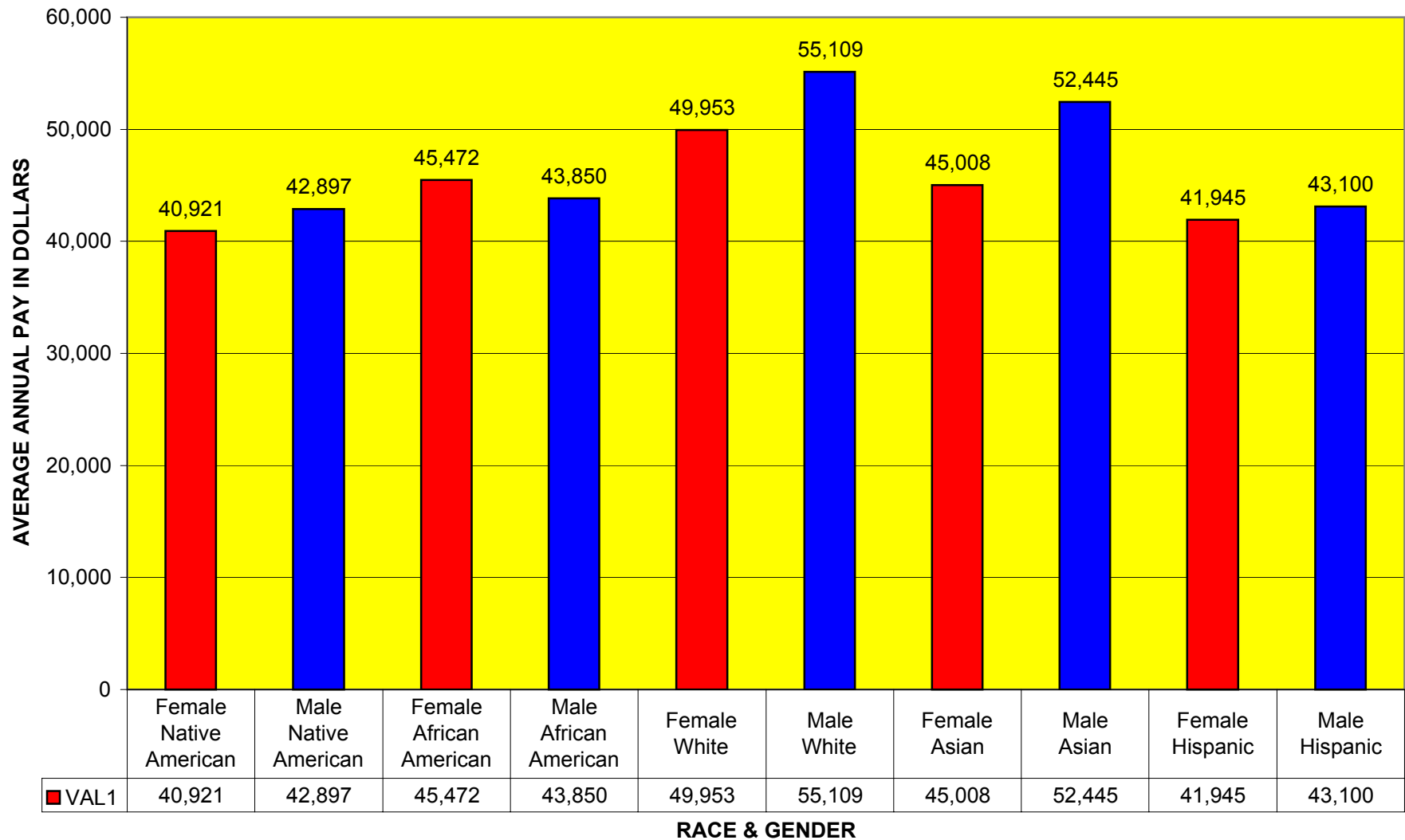


## AVERAGE SALARY BY RACE/ETHNICITY

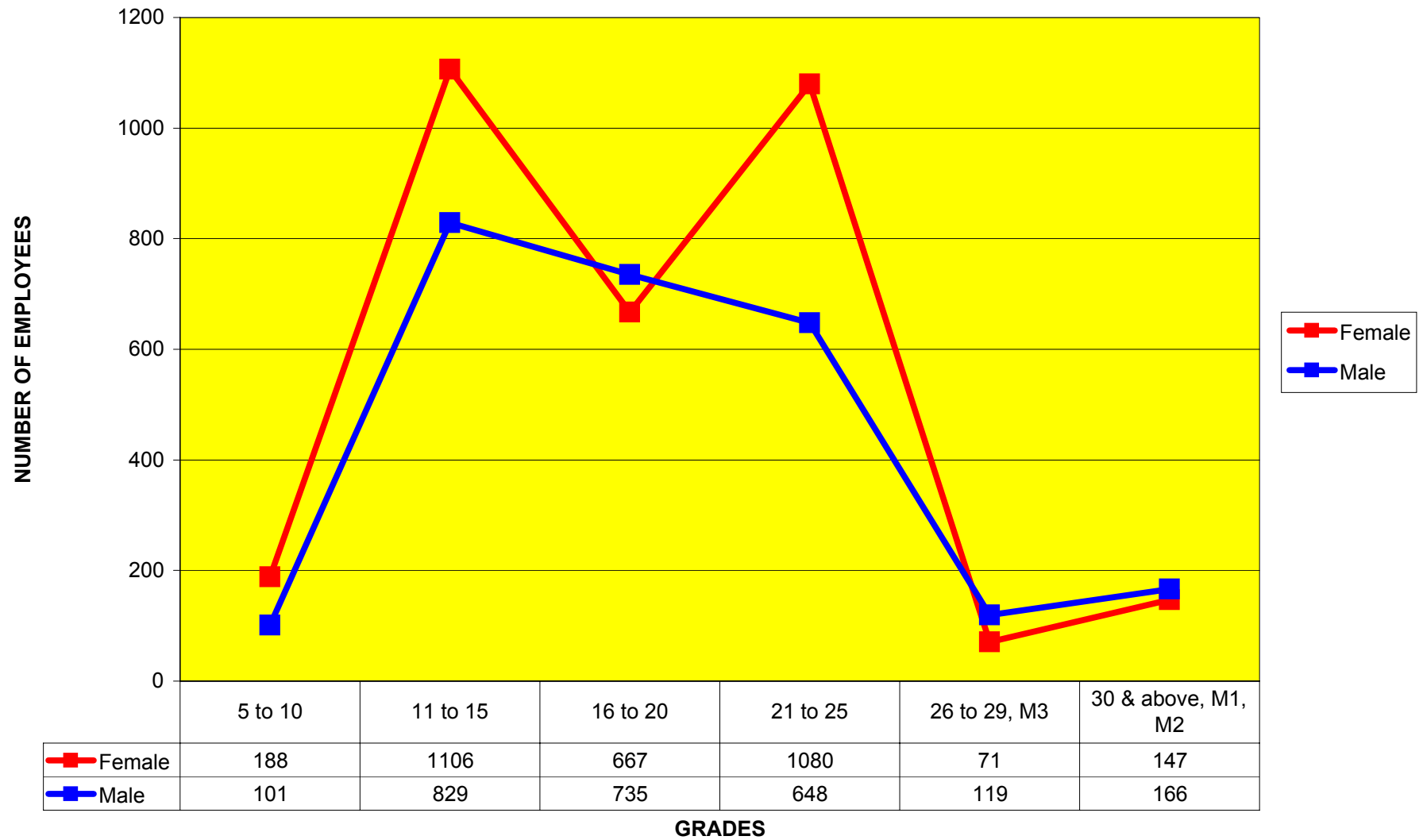




## AVERAGE SALARY BY RACE & GENDER



## PAY GRADE DISTRIBUTION BY GENDER



## DISCUSSION OF ANALYSES AND AREAS OF NEED

### Work Force Analysis

Montgomery County continued to make great strides in the area of equal employment opportunity and work force diversity in Fiscal Year (FY) 2001. The Work Force Analyses show that the County has steadily increased both the number and percentage of females and minorities in the work force over the last three years. As the County's work force has grown, so has the representation of women and minorities in every racial/ethnic group. In fact, the data show that in the last three years, the increase in women and minorities in the County's work force has outpaced the total increase in work force. This increase in representation was significantly accelerated in FY 2001.

The end of year FY 2001 Work Force Analysis shows a dramatic increase in the number of women and minorities in the Executive Branch of the County. While the County's overall workforce increased by 5.6% since the end of FY 2000, the number of females in the workforce increased 7.5% and the number of minority members increased 12.1% for the same interval. Females and minorities now comprise 45.36% and 35.78% of the Executive Branch work force, respectively.

Each racial/ethnic group experienced a similar increase in representation. As shown below, Hispanic representation (currently 5.9% of the work force) showed the greatest degree of change with an 18.7% increase in FY 2001. Representation of Asian individuals (currently 4.6%) increased 11.8%, followed by an 8.1% increase in Black representation (currently 23.9%) since last year. Although still at 0.8% of the work force, American Indian representation increased by four individuals which amounted to a 7% increase from the prior fiscal year. The magnitude of these increases confirms that the recruitment strategies and activities employed by the County have indeed been successful in increasing the diversity of the County's Workforce.

### Executive Branch Work Force Representation FY 99 through FY 01

End Of FY Data <sup>1</sup>	Total Employees	Total Females	Total Minorities	Black	Hispanic	Asian	American Indian
FY 1999	7205	3185	2374	1673	347	298	56
% of Total	100%	44.2%	32.9%	23.2%	4.8%	4.1%	0.8%
FY 2000	7382	3289	2488	1723	386	322	57
% of Total	100%	44.6%	33.7%	23.3%	5.2%	4.4%	0.8%
FY 2001	7795	3536	2789	1862	458	360	61
% of Total	100%	45.36%	35.78	23.9%	5.9%	4.6%	0.8%
% Change FY 98-99	+1.3%	+0.5%	+2.6%	+2.0%	+3.6%	+5.3%	+1.8%
% Change FY 99-00	+2.5%	+3.3%	+4.8%	+3.0%	+11.2%	+8.1%	+1.8%
% Change FY 00-01	+5.6%	+7.5%	+12.1%	+8.1%	+18.7%	+11.8%	+7.0%

<sup>1</sup> All data reflect status as of the last quarter of the respective fiscal year.

## Job Group Analysis

The Job Group Analysis also shows similar increases in the representation of females and minorities in most EEO job groups. The Officials and Administrators, Professionals, and Protective Services job groups demonstrated the most noteworthy increases in female and minority representation since last year.

Some of the increases in the Officials and Administrators (O&A) job group were due to the reclassification of several supervisory job classes (formerly assigned to the Professionals – First Line Supervisors job group) to a newly created Manager III class (assigned to the O&A - Midlevel job group). As a result, the total number of employees in the combined O&A job group (O&A and O&A Mid Level) increased by 48%. This contributed, in part, to the dramatic increase in female representation in the combined O&A job group to 71%. Similarly, Black representation in this job group increased by 58%, and Asian representation by 56% since last fiscal year.

Hispanic representation in the Professionals job groups increased by nearly 30% while the overall membership in those job groups increased by only 5.3%. Asian representation increased by nearly 35% in the Paraprofessionals job groups, outpacing the total increase of 10.3% in those job groups. Despite a nominal increase (0.3%) in the Protective Services job groups, both Black and Hispanic representation increased by 10% each in those categories. This demonstrates the effectiveness of the Police and Fire & Rescue Departments' targeted recruitment efforts.

### Change in Work Force Representation in Selected EEO Job Groups\*

From end of FY00 to end of FY01

	Total Employees	Total Females	Total Minorities	Black	Hispanic	Asian	American Indian
Officials & Administrators	+48%	+71%	+43%	+58%	-10%	+56%	No change
Professionals	+5.3%	+7.3%	+16.4%	+9.7%	+29.1%	+7.4%	No change
Protective Services	+0.3%	+6%	+9.6%	+10%	+10%	-5%	+19%
Paraprofessionals	+10.3%	+10.9	+19.8%	+10.8%	+21.1%	+34.7%	No change
All Job Groups	+5.6%	+7.6%	+12.1%	+8.1%	+18.7%	+11.8%	+7.0%

\* These job groups include the sub-groups assigned to each job group. For example, Professionals includes Professionals – RNs, Librarians, Social Workers; Professionals – Other; and Professionals – First Line Supervisors.

## Utilization Analysis

Utilization is measured by comparing the incumbent work force of a protected class with the available work force of the same protected class in the relevant labor market. Underutilization is indicated when difference between those quantities is greater than two standard deviations. This is a commonly accepted standard for determining underutilization.

The County has made significant improvement in the utilization of females and minorities as compared with the qualified and available labor market statistics (see Incumbency v. Estimated Availability Summary). Most notably, females and minorities are well represented in the top ranks of the Official and Administrators job group of the Executive Branch. The data continue to indicate no statistically significant underutilization of women or minorities in this job group.

However, the Analysis still revealed areas of our workforce composition that warrant attention. Females continue to be underrepresented in the Mid level Officials and Administrators job group. However, further analysis of the data show that the degree of underutilization has dramatically reduced from –5.92 standard deviations to –2.90 standard deviations. The current analysis shows that the underutilization of women in this job group is just fractionally over the benchmark, revealing a significant improvement from the previous years.

In other job groups, Black employees continue to be underrepresented in the Professionals, Technicians, Protective Services, Skilled Craft, and Service Maintenance - 1<sup>st</sup> Line Supervisors job groups, albeit by lesser degrees. The Analysis reveals that underutilization of Asians in the Technicians job group was eliminated in FY 01, but that underutilization of Asians in the Paraprofessionals - 1<sup>st</sup> Line Supervisors job group continued. Hispanic individuals continue to be slightly underrepresented in the Protective Services – Officials, and the Paraprofessionals - 1<sup>st</sup> Line Supervisors job categories. The Analysis shows no statistically significant underutilization of American Indians, due in part to the low availability of American Indians in the local labor market.<sup>2</sup>

## Salary Analysis

The Salary Analysis revealed moderate disparities in average salaries among racial/ethnic groups and slight disparity between genders. The data was calculated on the basis of average annual pay for regular, active employees in all job groups of the Executive Branch, as of the end of FY01. The table below depicts the average salaries by race and gender:

**Average Annual Pay of Executive Branch Employees by Race and Gender**

	White	Black	Hispanic	Asian	Am. Ind.	All Emps.
Male	\$55,109	\$43,850	\$43,100	\$52,445	\$42,897	\$51,509
Female	\$49,953	\$45,472	\$41,945	\$45,008	\$40,921	\$47,894
All Emps.	\$52,842	\$44,586	\$42,481	\$48,198	\$42,164	\$49,865

White males continue to earn the highest average salary at \$55,109 followed by Asian males at \$52,445. The average female's salary is 93% of the average male's, which is a

<sup>2</sup> It is important to note that this utilization data is based on 1990 U.S. Census Report, which is the latest Federal Census data available, to date. The new 2000 Census Report will no doubt reveal significant changes to the utilization analysis.

substantially lesser disparity than the national statistics on pay disparity (where females' salaries are approximately 72% of males').<sup>3</sup> One of the reasons for this disparity in the County may be that there tends to be a higher concentration of females in lower graded (grade 5 to 15) positions. However, this is partially offset by the greater number of females in the mid-range grades of 21 through 25 (see Pay Grade Distribution by Gender). Among racial/ethnic groups, the greatest disparity exists between White males and American Indian females. The range of difference between the highest and lowest average salaries among the racial/ethnic groups is \$14,188 or 26%.

## **Conclusion**

Overall, the FY02 Plan reveals substantial improvement in the representation of individuals in protected classes. While there continues to be underutilization of females and minorities in certain job groups, the degree of underutilization has decreased significantly. The County's goal remains the optimum utilization of all qualified employees. As such, it continues to pursue expansive recruitment outreach, with a focus on underrepresented areas. These strategies are specifically addressed in ***Recruitment Objectives and Strategies***.

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<sup>3</sup> "Working Women: Equal Pay—It's Time for Working Women to Earn Equal Pay," [www. AFL-CIO.org/women/equalpay](http://www.AFL-CIO.org/women/equalpay), Aug 2001



# **RECRUITMENT OBJECTIVES AND STRATEGIES**

## **I Recruitment Philosophy**

It is the policy of Montgomery County to conduct all employment activities in a manner that will ensure equal employment opportunity for all persons without regard to race, color, religion, national origin, ancestry, sex, marital status, disability, sexual orientation, genetic status, or political affiliation. The County's goal is to provide full and equal opportunity for qualified individuals.

To this end, the County employs strategies to attract a diverse and qualified pool of candidates from which to make employment decisions. Recognizing the value of diversity in terms of the skills, abilities, experiences, and perspectives of individuals, Montgomery County strives to achieve inclusiveness through recruitment outreach and by identifying and eliminating barriers to diversity in recruitment.

## **II Recruitment Objectives**

The County's goal is to achieve a diverse cadre of qualified employees and eliminate barriers to optimum utilization of underrepresented employees. To this end, the Office of Human Resources (OHR) has and will continue to expand and target its recruitment outreach efforts to include currently underrepresented communities. The County's objectives are to increase representation of qualified females and minorities in all underrepresented EEO job groups.

## **III Recruitment Strategies**

OHR is the primary agency responsible for performing recruitment activities for countywide employment. Through OHR, the County strives to meet its recruitment objectives by expanding outreach in areas serving the Black, Hispanic, Asian, and American Indian communities whenever underrepresentation exists, through the use of media and organizations representing minorities and women. The County and OHR have adopted the following strategies and steps to achieve these objectives:

### **General**

- OHR conducts a Targeted Recruitment Seminar for all County agencies and HR Specialists;
- OHR meets with individual departments in a consulting capacity to advise them on outreach to a variety of underrepresented groups in their department-specific recruitment efforts;
- OHR established a Recruitment Outreach Work Group comprising Department managers and HR specialists that meets monthly to discuss current recruitment needs, diversity outreach, strategies, impending job fairs, etc.

- OHR assembled and convened a Task Force on Recruitment and Selection to review current procedures for the purpose of enhancing its recruitment outreach and removing barriers to diversity.
- OHR staff attends Recruitment Techniques Seminars to enhance recruitment strategies.
- OHR establishes a booth at the Annual Diversity Day Observance Program for employees and members of the community to promote diversity in the County Government.
- The County operates the Cultural Diversity Center that serves as a liaison between the County Government and the County's many ethnic communities, and provide outreach and career development services, among other things.

### **Women**

- The County sponsors programs promoting outreach and related services to women through the Montgomery County Commission for Women. These programs include:
  - Re-entry to the Workforce Workshop
  - Take Your Daughter to Work Day
- The County attends job fairs and a series of seminars designed to assist women in their job search to promote employment opportunities with the County Government, including:
  - Women's Fair
  - Feminist Expo 2000

### **Minorities**

- OHR has established contact with Radio One, a minority-owned radio station, to pursue its media outreach strategy.
- OHR has advertised job opportunities in the following publications/web-sites with high minority readership.
  - Affirmative Action Register
  - Washington Afro American
  - Baltimore Sun
  - Minorities-jb.com
  - DCJobs.com
  - Black Caucus American Library Association
  - Minorities job bank
  - Job.blackcollegian.com
- OHR supports the activities of the African American and Hispanic Employees Associations and co-sponsors educational and career development programs offered by these two organizations.
- OHR has attended the following job fairs to promote job opportunities within minority communities:
  - NAACP High-Tech Career Fair
  - MNCPPC Diversity Career Fair

- NAACP Diversity & High Tech Job Fair
- Bowie State University Employment Fair
- Morgan State University
- Lambda Alpha Epsilon, Northern Virginia Community College
- American University Diversity Networking Session
- Representative Albert Wynn Job Fair
- African American Festival of Academic Excellence Job Fair
- DC Chamber of Commerce Job Fair
- NAACP, National Convention
- Howard University Career Fair
- NAACP Career Fair
- OHR has advertised job opportunities in the following publications/web-sites targeted at ethnic communities:
  - El Pregonero
  - Hispanic Reporter
  - El Tiempo Latino
  - Washington China Post
  - Washington China Times
  - Korea Times
  - Vietnamese Weekly
- The County has participated in the following ethnic festivals and job fairs for the purposes of recruitment outreach:
  - Ethnic Heritage Festival
  - University of Maryland Multi-ethnic Career & Job Fair
  - Hispanic Collegiate Conference
  - People Expo
  - Baltimore Sun's Career Fair
  - Asian American Summit
  - El Pregonero Hispanic Job Fair
  - Asian Pacific American Heritage Kickoff
  - Latino Heritage Month
- OHR has established liaisons with a variety of organizations representing ethnic and multicultural alliances for the purposes of announcing employment opportunities. These organizations include:
  - Hispanic Unidos Para Rockville
  - Hispanic Employees Association
  - Asian American Liaison

### **Special Recruitments**

- The County has participated in the following outreach events to address special recruitment needs:
  - University of Baltimore Criminal Justice Career Day, (Police, Corrections, Sheriff)

- Towson University Career Day, (Police)
- NAACP High-Tech Career Fair (Information Technology)
- NAACP Diversity & High Tech Job Fair, (Information Technology)
- Infinity Career Expo (Health & Human Services)
- Anne Arundel County JSEC Job Fair (Police)
- President's Council on Disability Job Fair
- Mainstream Disability events
- Business Advisory Council for Mainstream, Inc., (Bi-monthly meeting of Advocacy groups for the Disabled);

## ACCOMPLISHMENTS & ACTION PROGRAMS

Fiscal year 2001 was an exciting year of many accomplishments in the area of EEO and workforce diversity. The County's commitment to the guiding principal of **appreciating diversity** was evidenced through a variety of County-wide and department-specific initiatives. Through collaboration with public entities, schools, colleges, and key community organizations and leaders, the County has enhanced and strengthened ongoing projects and begun new initiatives designed to promote a diverse and inclusive workforce.

This section highlights the progress made with respect to ongoing programs such as the Partnership for Community Empowerment Grants, Partnership for Youth Advancement internship programs, annual Diversity Day Observance Program, and Montgomery County Diversity Council. It also discusses new and improved programs designed to support the changing needs of our workforce. This includes the County's Work/Life Initiative that serves to help employees balance the often conflicting demands of work and home/family life.

Also featured are special programs, such as the Disability Services and Alternative Dispute Resolution programs that are designed to provide support to special populations and provide alternatives to standard grievance processes. Finally, individual Departmental initiatives are highlighted in this section which showcase the individual efforts of the County's various Departments and Agencies to support equal employment opportunity and diversity in the workplace.

## **PARTNERSHIP FOR COMMUNITY EMPOWERMENT GRANTS**

In 1997, the County Executive launched the Partnership for Community Empowerment Grants (PCEG) Program as a way to broaden public access through project grants and encourage organizations to empower their communities more effectively and more directly. The PCEG Program provides one-time grants to private not-for-profit organizations, agencies and community groups in Montgomery County representing African-Americans, Asian Pacific Americans, Hispanic/Latinos, Native Americans, persons with disabilities and women. Currently, the Department of Housing & Community Affairs, Federal Programs Section, coordinates the Program and is responsible for contract administration.

Since 1997, the PCEG Program has grown and become more visible each year, resulting in increasing numbers of community organizations expressing interest and submitting grant proposals. During the first year of the Program, requests for proposal were sent to more than 1000 organizations in the County, resulting in the award of 8 grants to community organizations totaling \$90,000. By contrast, in FY 2001, a total of nineteen grants totaling \$282,108 were recommended by the County Executive and approved for funding (see below). A total of 33 proposals were received for consideration for funding in FY 02. Thirteen projects totaling \$258,805 were recommended by the County Executive and approved for funding in FY 02 by the County Council.

Organizations receiving Community Empowerment Grants for FY01 include:

- Silver Spring Community Leadership Initiative
- CASA de Maryland, Inc.
- Community Ministries of Rockville
- Crossway Community, Inc.
- Silver Spring Team for Children and Families
- Communities in Schools of Montgomery County
- Catholic Charities
- Institute for Family Development
- Rainbow Outreach Ministries
- Korean American Senior Citizens Associations of Maryland
- Korean Community Service Center of Greater Washington
- African American Festival of Academic Excellence
- Korean American Education Foundation
- Self-Help for Hard of Hearing People, Inc.
- Rockville Chamber of Commerce
- Montgomery Times Foundation
- Maryland Central Korean Seventh Day Adventist Church
- League of Korean Americans, Montgomery County
- Chinese Culture and Community Service Center, Inc.

Organizations receiving Community Empowerment Grants for projects to be conducted in FY 02 included:

- Committee for Religious Freedom in Vietnam
- Research Institute of the Hebrew Home
- Korean Community Service Center
- Jewish Community Center
- Crossway Community, Inc.
- Low Vision Information Center
- Upper Montgomery Assistance Network
- Interamerican Development Foundation
- CASA de Maryland
- Boys & Girls Club
- Dialogue on Diversity
- Coalition of 100 Black Women

## **PARTNERSHIP FOR YOUTH ADVANCEMENT INTERNSHIP PROGRAM**

In 1997, the County Executive launched The Partnership For Youth Advancement Internship Program (PYA) Program, coordinated by the Office of Human Resources. The goal of the Program is to provide students from diverse backgrounds, cultures, disabilities, socio-economic characteristics and origins with relevant unpaid work situations that offer them practical experiences, career alternatives and real-life workplace situations.

In the last few years, the PYA program has grown and has become more visible in the schools and in the community. During the first academic year of the program (1997-98 school year), the County placed nine students in regular internships where they received community service credit. In addition, three students with disabilities were placed in short-term assignments under an experiential learning component. During the 1998-99 school year, 21 students were placed in regular internships and 14 special needs students received experiential learning assignments. During the 1999-00 academic year, 10 high school students and nine college/university/adult education students receiving either community service or academic credit were placed in the County. Twenty-one (21) special needs students also participated in experiential learning placements and six students from middle schools participated in other short-term career development “shadowing” placements in several County departments. In the 2000-2001 academic year, a total of 44 students were placed in internships including 10 career development placements.

Since the PYA Program began, the majority of placements in County departments have been high school students. During FY 01, increased marketing efforts (such as fairs and the internet) were directed toward local colleges and universities. In addition, many of the community organizations and students in high schools and colleges/universities interested in the PYA Program are speakers of other languages. In order to market the Program effectively in these communities, selected PYA bulletins, press releases, and promotional materials were translated into other languages to ensure that speakers of other languages have a full understanding of the internship opportunities available with the County.



## DISABILITY SERVICES

Montgomery County has dedicated resources to providing services for disabled individuals in the workforce. These services include counseling, reasonable accommodation, alternative placement, and disability retirement counseling. The lead entity responsible for providing these services is the Disability Program Manager in the Occupational Medical Services (OMS) Team of the Office of Human Resources.

In FY 01, OMS counseled 52 employees on issues related to disability (not including disability retirement meetings), placed 11 employees in alternative placements, provided 6 accommodations (other than alternative placements), and participated in 9 interventions with departments. The Disability Program Manager also participated in several job fairs in an effort to recruit qualified disabled individuals.

In addition to these activities, individual departments embarked on their own initiatives in support of the disabled. The Department of Health and Human Services sponsored a Disability Resource Fair to provide informational and service oriented resources for the disabled. The Department of Public Works and Transportation is an active participant in the *Bridges* program, sponsored by the Marriott Corporation, which supports the hiring of the disabled. Finally, numerous County departments and agencies have provided reasonable accommodations to their disabled employees, including modified work schedules, leave, telecommuting, light duty work, reassignments, and job restructuring.

## ALTERNATIVE DISPUTE RESOLUTION

In a continuing effort to resolve workplace disputes in an efficient and effective manner, Montgomery County has striven to develop new and innovative ways to address complaints and interpersonal conflicts in the workplace. To this end, the County, in conjunction with the collective bargaining units, as appropriate, has implemented several new processes to resolve grievances and conciliate conflicts, as alternatives to standard grievance processing and complaint investigation. Some of these processes are described below:

- ***Mediation***

Mediation is an informal, completely voluntary process that provides parties to a dispute with a safe, non-threatening forum to air their dispute and work out their own, mutually agreeable resolution to the problem. The process is facilitated by a trained mediator who serves as a neutral third party. The mediator does not act as a decision-maker or counsel to either party, but rather helps the parties develop options in search of a resolution to the problem. The process is conciliatory as opposed to adversarial and the parties retain control of the outcome. Finally, the process is free, confidential, and voluntary. This program began as a means to resolve EEO complaints (see Mediation Fact Sheet in Appendix), but has since been expanded to cover other types of workplace conflicts.

- ***Pre-Discipline Settlement Conference***

The Pre-Discipline Settlement Conference was developed jointly by the County and the Municipal and County Government Employees Organization (MCGEO) to provide a quicker, more efficient redress of proposed disciplinary actions by management. The process begins after a Statement of Charges for proposed discipline is issued to an employee. If the County and MCGEO agree, a Pre-Discipline Settlement Conference may be held to present relevant information regarding the proposed disciplinary action to a Committee comprising representatives of management, MCGEO, and the Office of Human Resources. After considering the information presented, the Committee issues a decision on a disciplinary recommendation. The recommendation is then implemented.

- ***Advisory Arbitration***

Advisory Arbitration is an alternative to the process of binding arbitration currently agreed to by the County and the union to resolve contract grievances. Under Advisory Arbitration, the parties may voluntarily agree to present the disputed issue to a qualified arbitrator selected from a panel of individuals agreed upon by the County and MCGEO. Under an expedited proceeding, the arbitrator presents the parties with an informed “view” on the matter, as opposed to a binding decision. If the arbitrator’s recommendation is not accepted by the parties, the parties may proceed through the normal process of binding arbitration; the information from the advisory arbitration may not be used in any subsequent proceeding.

## WORK/LIFE INITIATIVE

This year, Montgomery County, under the leadership of the Office of Human Resources (OHR) and Work/Life Committee, has launched a Work/Life Initiative. The County's original Work/Life Committee was established in 1992. Early Committee initiatives included flex-time, compressed work schedule and a pilot telecommuting program. The Committee was revived in 2000 with members designated by Departments that chose to participate. The new committee established a mission statement:

*The purpose of the Montgomery County Work/Life Committee is to support the County's Office of Human Resources' mission to attract, develop, and retain a diverse, high-performing and well qualified workforce by recommending policies and programs that:*

- *Create a workplace that integrates and balances work, family, home and community life.*
- *Maintain a harmonious, respectful and supportive work environment*
- *Enable and encourage employees to maximize their potential contributions to the workplace*

One of the committee's first undertakings was the gathering of information for a project suggested by the OHR Director, the Resource Directory. The *Resource Directory* is a compilation of many of the work/life options available to County employees. It describes the options and directs the reader to further information on using the option. Sufficient copies have been printed for each department. In addition, the directory is available on the County's intranet site for easy access. The Directory was also distributed to the County Council, the County's Work/Life Committee, and the County's Diversity Council.

The committee also established two sub-committees, the Education Subcommittee and the Telework Subcommittee. OHR was successful in obtaining a grant to support a new telework program and the Telework Subcommittee assisted in selecting a consultant to assist with the pilot. The Education Subcommittee was the catalyst for the County's 2001 Spring Lunch and Learn Series. Some of the current offerings under the Montgomery County Work/Life Initiative include:

- alternative work schedules
- the Pilot Telework Program
- training and career development programs
- employee wellness programs
- transit subsidies
- dependent care subsidies
- ergonomics surveys
- financial planning
- parental leave

## **DIVERSITY DAY OBSERVANCE PROGRAM**

For the last six years, OHR has been the lead County department responsible for organizing the Annual Diversity Day Observance Program. This special celebration was initiated in 1995 when the County Executive launched a County-wide Diversity Initiative designed to create a positive work environment across all departments and agencies. Since then, the EEO and Diversity Management Team has coordinated and conducted the Diversity Day celebratory program. The County's Diversity Day program has been extremely successful, drawing increasing numbers of participants from both County Government and other public and private sector employers. The program has been nationally recognized and has received special citations and commendations from the Office of Governor Parris Glendening, the Office of the Montgomery County Executive and the Montgomery County Council, the National Institutes of Health, the Food and Drug Administration, the mayors of the cities of Rockville, Gaithersburg, and Takoma Park, and many other organizations.

In FY01, the Diversity Day Observance Program was attended by approximately 2850 participants. There were over 110 exhibits and booths offering diversity related information and selling ethnic arts, crafts and foods. Thanks to the generous support of the Gazette Newspapers which provided free advertising, the County's Diversity Day Program was able to promote a food drive to benefit the Manna Food Services charity in Rockville, Maryland. In addition, the County's Department of Public Works and Transportation provided free shuttle buses in various locations of the County to transport employees and members of the community to the festivities in Rockville. The combination of nationally known speakers, cultural and ethnic entertainers, and international foods, coupled with the wealth of diversity-related informational booths and unique arts and crafts, resulted in an extremely successful celebration of diversity that was enjoyed by all. The FY02 Diversity Day Observance Program is scheduled for October 18, 2001.

## DIVERSITY COUNCIL ANNUAL REPORT

The Montgomery County Diversity Council was established in 1997 as an element of the County's Workforce Diversity Management Initiative under the auspices of the Office of Human Resources (OHR). The Council provides advice to the Chief Administrative Officer and OHR on the implementation of the County's Equal Employment Opportunity and Diversity Action Plan and analysis of progress towards its diversity-related goals. The Diversity Council also serves as a communication link with employees and community groups on diversity-related matters. The Council meets monthly and comprises representatives from County departments, employee associations, County-funded agencies, special population groups, community liaisons and selected organizations.

As stated in the Diversity Council's bylaws (see Appendices), the purpose and mission of the Council is to strive to create an environment of conscious acceptance, education, and inclusion of diversity within Montgomery County. The Council works to ensure that all employees and those we serve are afforded equal opportunity in all areas of employment, programs and services provided by the County.

### **Major Achievements and Accomplishments - FY 2001**

- Drafted work plan to identify EEO needs and training resources in Montgomery County.
- Council members participated in EEO/Diversity training offerings by Montgomery County in order to assess usefulness.
- Encouraged Department managers to utilize Diversity Council representatives in departmental staff meetings and incorporate Diversity Council issues in the agendas.
- Supported Maryland State Senate Bill 205 prohibiting discrimination in employment and housing on the basis of sexual orientation.
- Received legislative update from representative from Office of Intergovernmental Relations on Racial Profiling, Minority Business Enterprise, and Anti-discrimination bill.
- Conducted a most productive and proactive retreat for Council members at Brookside Gardens in January 2001. The retreat set a clear roadmap for the Council better clarifying its role and goals. A second follow-up retreat will be held in mid-November 2000.
- Held a dialogue on diversity with the County Attorney.
- Requested and reviewed report by EEO & Diversity Management Team in OHR on internal and external EEO complaints in Montgomery County.
- Incorporated Diversity Council issues on OHR website.
- Collaborated and assisted OHR in implementation of Diversity Day observance Program.

- Supported broader discussion and increased attention to disability issues in the County's Diversity Initiative.
- Supported and received briefings on OHR's Organizational and Diversity Climate Survey project.
- Endorsed membership of County's Work/Life Committee on Diversity Council.

## **DEPARTMENTAL INITIATIVES**

Many County Departments and Agencies launched their own departmental initiatives to promote equal employment opportunity and diversity in the workplace. The following section itemizes those departmental initiatives undertaken in FY 2001 in support of the County's guiding principle of appreciating diversity. These activities and many others contributed to Montgomery County's success in living up to its commitment to equal employment opportunity and workforce diversity.

### **BOARD OF LICENSE COMMISSIONERS**

The following are diversity initiatives, actions and activities that were completed by the Office of the Board of License Commissioners in FY01.

- Montgomery County Government Latin American Heritage Month sponsor ½ page ad
- BLC represented at the Latino Festival IV held at the Gaithersburg Fairgrounds.
- Incorporated second language as a “plus” in the recruitment of the vacant P/T Code Enforcement Inspector 1 position.
- Diversity Council meeting committee member.
- Hispanic speaking BLC inspector mediated the meeting between Hispanic alcoholic beverage License holders and Montgomery County Police Department’s Alcohol Enforcement Unit.
- BLC representative at the 1<sup>st</sup> anniversary Diversity Showcase held at the Rockville Glenview Mansion which was sponsored by the Diversity Management Institute/Continuing Education of Montgomery College.
- BLC representative at the opening event for the Latin American Heritage Month held at Montgomery College, Rockville.
- BLC representative at the Showcase Event for the Latin American/Hispanic Heritage Month held at Westfield Shopping Town in Wheaton.
- BLC representative at the opening session for Montgomery County Diversity Day Observance.
- BLC representative attended Montgomery County Government Diversity Council meeting.
- Montgomery County Government Human Relations Commission sponsor for Human Rights Hall of Fame event held at Indian Springs Country Club.
- Developed “Diversity Friendly” minimum qualifications for the new Class Creation Alcohol and Tobacco Enforcement Specialist. College credits in lieu of law enforcement experience will enhance diversity recruitment and eliminate recruitment barriers.

### **COMMISSION FOR WOMEN**

The following list is a compilation of the diversity initiatives undertaken by the Commission for Women this fiscal year:

- Career counseling and psycho/social counseling is available in Spanish at the Counseling Center.



- The following workshops have been offered in Spanish:
  - Descubriendo el Poder de la Mujer
  - Como Empezar su Propio Negocio
  - Auto Estima y Su Identidad
  - Inteligencia Emocional: La Llave para el Exito
  - Como Encontrar un Mejor Trabajo
- Outreach to the community this fiscal year has included:
  - Development of a community partnership and public education campaign regarding relationship violence. Brochures and posters were created in both Spanish and English and distributed to county middle and high school health and guidance offices and family life instructors.
  - Participation in the Montgomery County Latino Festival at the County Fairgrounds
  - Participation at Wheaton Plaza for Hispanic Heritage Month.
  - Sponsorship of and participation in Diversity Day
  - Presentation of a Career Seminar for spouses of employees of the Pan American Health Organization.
  - Sponsorship of the National Forum for Black Public Administrators Conference
  - Appearance on "Platicas Latinas Mega" radio program to discuss CFW services
  - Presentation at Instituto Para la Familia
  - Representation at the Montgomery College Black History Celebration featuring Admiral Lillian Elaine Fishburne, a Montgomery County resident, and the first African American woman to serve as an admiral in the United States Navy.
  - Induction of Executive Director, Judith Vaughan Prather into the Human Rights Hall of Fame
- The Commission for Women created 23 Summer Computer Camp Scholarships for low-income girls and girls for whom English is a second language. The High Technology Council of Maryland provided 8 additional scholarships. Of the 31 girls receiving scholarships, 25 indicated that English is the second language. The camp is offered by Montgomery College and is part of the Girls in Technology Initiative of the Commission for Women.
- The Commission for Women developed an award as part of the Work Life Alliance Awards event. The Commission for Women Trailblazer award was developed by the

CFW to recognize a local organization that has demonstrated an extraordinary commitment to equal opportunity and to the advancement of women within its corporation.

- Staff of the Commission for Women and commissioners met with a delegation of 23 women and 2 men from the Korean province of Kyonggi. The delegates were representatives of local government women's policy bureaus.
- The Center hosted a group of representatives from the Pan American Health Organization.
- The Commission for Women met with women from diverse local organizations during its Council of Presidents meetings held three times a year.
- The Take Our Daughters to Work Day Program for Montgomery County Government Employees is organized by the Commission for Women. Special effort is taken by the Commission for Women to include a diverse group of presenters. Special outreach is also undertaken to include the children of all Montgomery County Government Employees.
- The 21<sup>st</sup> annual Women's Legislative Briefing held in February was done in collaboration with a diverse network of over 50 local women's organizations.
- Participation in the planning of several national conferences regarding the issue of women and girls in technology including the Department of Labor Women's Bureau Conference and the National Association of Commissions for Women's annual conference.
- The Commission for Women created the Montgomery County Women's History Quilt, representing the diversity of women's organizations within the county. It continues to be shared with organizations throughout the county and was on display at the Executive Office Building and at the County Fair.
- Several fliers and brochures are published in languages including Spanish, Vietnamese and Chinese.
- The Commission for Women maintains an ethnically diverse mailing list for all of its mailings and outreach.
- The Commission for Women sponsors the Montgomery County Women's Fair.
- The Counseling Center provides opportunities for Hispanic school students to complete student service learning activity through work at the Center.
- The Counseling Center's programs and services in Spanish are advertised in El Pregonero, La Nacion and El Tiempo Latino.

### **COMMUNITY USE OF PUBLIC FACILITIES**

Since 1998, the Department has made a conscientious effort to increase the diversity of the staff. In the past three years the staff complement has increased from 18 to 26, with 3 additional positions approved for FY02. CUPF's current staff is fairly representative of the county's diversity, with 8% Latino, 12% Asian, 20% African-American, 24% male, and 60% white.

During FY01, the following actions were taken by CUPF:

- Continued to advise and support the creation of the Cultural Diversity Center and its New Americans Welcome Center by participating on the site selection committee and assisting with the selection of staff for the Center.
- Reorganized existing advisory committees to encourage diverse representation.
- Ensured that awareness training was incorporated into each monthly staff meeting.
- Discussed the need for accessible handicapped parking spaces with building management when it was learned that they were considering removing access to the majority of spaces.
- The Director supported the Diversity Council by serving as moderator for their annual planning retreat in addition to encouraging staff members to become active in the Council by serving not only on the Council, but its Guidance Committee Staff serves on the Diversity Day Planning Committee as well.
- Encouraging the Ballfield Work Advisory Group to ensure minority inclusivity its membership.

In FY02, CUPF will continue to work toward diversity awareness in all areas. Specifically, CUPF will be placing special emphasis on reaching out to ethnic communities in order to educate them on CUPF policies and procedures. CUPF is learning that each culture views things differently and realize that special care is needed to ensure that there is a mutual understanding reached regarding what is and what is not acceptable use of public facilities. To this effort, CUPF will be reaching out to the communities through a variety of ethnic media - television, radio, and newspapers. And of course, CUPF will continue the efforts we have begun this year.

### **CORRECTION AND REHABILITATION**

The following were steps taken by the Department of Correction and Rehabilitation (DOCOR) to good credence to its commitment to diversity:

- Identified a growing Latino population and the need to engage this growing Latino community in Montgomery County to recruit a significant number of additional Latino staff members.

- Recruitment materials translated into Spanish (for family members and relatives and businesses) and mailing to 500 members of the Montgomery County Hispanic Chamber of Commerce.
- Recruitment materials translated into Korean, Chinese and Vietnamese any major ads placed in Asian community newspapers to introduce our work to Asian American communities.
- Hiring a focused marketing agency (Dragonbridge) to advise on diversity recruitment in various ethnic communities and assist in focusing on DOCR work as a meaningful career for communities that had not traditionally been attracted to county corrections.
- Received training from Pilar Torres (community program Executive Director) on focus areas regarding recruitment in the Latino community and key organizations and persons to contact regarding recruitment.
- Convened a major county work group to assist and advise in the development of strategies to expand recruitment in the Latino community.
- Worked to successfully incorporate a significantly expanded language stipend in the county labor agreement to facilitate recruitment of staff members with bilingual skills equal to all languages spoken or engaged in the public school system.
- Hired a Special Assist for Asian-American recruitment to work on recruiting issues and the dispensing of job information.
- Begin outreach through one on one meetings with community leaders in the Latino and Asian-American/Pacific Islander communities to establish working relationships and seek guidance for multicultural recruitment.

### **COUNTY EXECUTIVE**

- Supported and staffed the Office of Community Outreach (OCO) and the Committee on Ethnic Affairs in their mission of reaching out to minority and ethnic communities and promoting a mutually beneficial relationship. Coordinated African American, Arab, Asian, Latino/Hispanic and Native American heritage celebrations and other events commemorating different milestones in the history of minorities in Montgomery County.
- Published the "In Touch" newsletter in an effort to share information about the various minority outreach activities performed by the Office of Community Outreach and highlighted some of the outreach efforts of other County agencies.
- Expanded the Information and Referral Service and the OCO Hot Line to provide assistance to the Spanish speaking population.
- Prepared comprehensive, multilingual brochures and informational flyers on numerous County activities and services of special interest to minorities.

- Performed outreach through mass media and direct personal contacts to provide information on the U.S. Census, minority employment opportunities and several County programs and services.
- Coordinated housing, education, health, economic development and employment fairs targeted to the special needs of minority populations.

### **ECONOMIC DEVELOPMENT**

The Department of Economic Development has had a successful year in appreciating diversity in our community. The Department has implemented several programs in our business community and have received awards based on those programs. Department staff is a mixture of cultures and has foreign language capabilities in seven different languages.

Economic Development Initiatives for Fiscal Year 2001 are as follows:

- The Department maintains a diverse staff with employees fluently speaking foreign languages such as Korean, Spanish, Hindu and Konkani. During FY 2001, the Department increased the foreign language capabilities to include Japanese, Dutch, and French.
- The staff is 56% female. Of the professional staff, women represent 42%, and minorities are 37%.
- On August 9, 2000, the County signed a Memorandum of Understanding with Montgomery Community College and the Hispanic Chamber of Commerce of Montgomery County to establish the Hispanic Business Institute. The Institute is a public/private effort to assist small Hispanic businesses navigate through the American market place.
- The Hispanic Business Institute received the 2001 NACO Achievement Award from the National Association of Counties for an initiative undertaken by the Department of Economic Development.
- The Small Business Service Division managed a grant to the Hispanic Chamber of Commerce of Montgomery County to organize a fundraising event for scholarships to Hispanic students attending Montgomery College. The event raised over \$65,000. Over 60% of attendees were from minority owned businesses.
- During FY 2001, the Small Business Service Division managed a Community Empowerment Grant to the Rockville Chamber of Commerce to provide Diversity Training to the Mark Twain School community. The training included four workshops and sessions as well as a Model Workbook to assist teachers with diversity issues.
- Through the Department's Small Business Development Center, 41% of the total clients seen for counseling were minorities.

- The Department did extensive outreach efforts to attract minorities and women to the Procurement Fair and the Contracting Seminar for Silver Spring. More than 50% of the attendees at the events were minorities and women.
- To attract international businesses to Montgomery County, the Department created a brochure about the County's assets in English, French, German, and Japanese.
- To address the growing demand of Hispanic residents interested in starting businesses, the department recruited a Hispanic counselor for the Small Business Development Center.

### **ENVIRONMENTAL PROTECTION**

- The Department of Environmental Protection's (DEP) initiatives to improve the quality of its community's air and water lead naturally to improvements in the quality of life for its citizens, in their leisure time in parks and neighborhoods and also in the workplace. Aggressively implemented in FY01, and continuing into FY02 and beyond, Environmental Partners is a dynamic new cooperative pollution prevention program between the DEP and business leaders in a variety of county-based industries. DEP's goal is to help business leaders save money, time, labor, and resources, while helping to protect and enhance the quality of the environment. Through this program, DEP seeks to train business owners and employees on the benefits of purchasing and safely using the least toxic chemical needed to get the job done, and on proper clean up of everyday spills. Within the County itself, extensive training has just begun in Pollution Prevention, a program that makes explicit the fact that each employee has an impact on the environment and, with thought and planning, we can all "work smarter" by, for example, making conscious purchasing and recycling decisions, ensuring that our fleet vehicles are well-maintained, etc.
- DEP's Noise Control Program is greatly expanding in its efforts to ensure quality of life for people in the County's rapidly growing multi-family housing units, wherein people, newly arrived to this country from many cultures, often find their first local housing. Each culture's "norms" vary as to noise-tolerance (children, music, TV, machinery and reasonable hours of operation of same, level of voice used in everyday conversation, etc.,) and as to appropriate hours in which noise may be at a higher decibel than others. DEP works to achieve fairness and to teach responsibility for respecting the Noise Ordinance as noise can have great negative impact upon relationships within densely populated communities.
- In FY01, Environmental Partners began its initial outreach with publications in English and Spanish, with its target audience being small-business auto repair and auto-body shops, many of which are owned by Hispanic-Americans. This outreach will continue in FY02, and expand to address the unique issues with dry-cleaning establishments, largely Asian American owned.
- DEP's website continues to provide information in Spanish, and is consistently praised for its user-friendly format and content. DEP's Webmaster, who is also its Public

Education and Outreach Coordinator, won The Audobon Naturalist Society's Education Award for 2001.

- One staff member served on the Diversity Council in FY01, wherein she also served on the Guidance Committee. As Chair of the Task Force which addressed Training, she coordinated, drafted, edited, and submitted to Council a 5-page report which assessed diversity training as of June 2001 and also detailed recommendations for FY02/03. This employee continues on the Diversity Council and its Guidance Committee in FY02, and as Entertainment Coordinator for Diversity Day, as she has for seven years.
- For seven years DEP has sponsored The Mystic Warriors, an Andean woodwinds quartet, as an additional contribution toward Diversity Day, and has in the past funded the decoration of the EOB with plants and flowers on Diversity Day.
- DEP is committed to seeking minority applicants to its scientific, engineering, and intern positions. To that end, job announcements are sent to agencies and organizations that traditionally serve minorities, such as historically Black colleges, sororities and fraternities, and community and religious organizations that serve ethnic minorities. In addition, DEP has for fourteen years employed a blind person for whom computer support was purchased to enable her responsibilities to greatly expand in FY01; with these new technologies, she has progressed from front-desk public contact work to an office of her own and works in ACCESS and other databases to maintain, update, and enter critical data pertaining to all environmental cases and issues with which DEP works. She now serves as sole complaint-taker, furnishing information and referrals to the public, and providing DEP's investigators with much-needed support.

### **FINANCE**

- Continued to support and promote opportunity and diversity in the work place through on-going and conscientious efforts by management to raise awareness of the importance and acceptance of diversity throughout the department.
- Maintained a diverse workforce: 67% female and 39% minority.
- Promoted the participation in the County's Diversity Council activities with the appointment of an Asian-American as the Department representative; participated in various Council committees.
- Sponsored and participated in the County's Diversity Day.
- Regularly posted training and professional development information and encouraged participation by all staff in the program.
- Encouraged the participation by staff in the County's diversity activities including the Diversity Day and Take Your Daughter to Work Day.

## **FIRE AND RESCUE SERVICES**

- **Candidate Physical Ability Test Mentoring:** The candidate physical ability test (CPAT) is the entry-level physical test used by the Department of fire & Rescue Services (DFRS) to evaluate candidates for the job of Firefighter/Rescuer. In order to ensure equal application of the CPAT and to ensure that the CPAT does not have an adverse impact on women, DFRS initiated a mentoring program. The mentoring program helps physically condition candidates for the CPAT. The mentoring program also provides an in-depth introduction to the fire and rescue service, the physical and mental demands of the job, and outlines a life-long physical fitness and wellness program. The program has been successful in obtaining a passage rate for women that is higher than that obtained by other jurisdictions using the CPAT. Due to this success, DFRS has been selected for partnership with Women in the Fire Service, Incorporated, a national organization representing women in the fire service, to be a model for CPAT administration. The CPAT mentoring program also ensures continued diversity by conditioning prospective employees for the physical demands of recruit school and a career in the fire and rescue service.
- **Entry-level Testing:** DFRS conducted test-taking seminars and interview skill seminars prior to the written entry-level exam. These seminars were conducted to assist in preparing candidates for the written entry-level exam and subsequent oral interviews.
- **Take Our Daughters to Work Day:** DFRS, in partnership with the Commission For Women, participated in the "Take Our Daughters to Work Day." DFRS provided over 300 girls an interactive orientation to various fire, rescue, and emergency medical related topics, including an introduction to the "Heimlich Maneuver" and basic life support awareness.
- **Community Outreach – Blair High School:** As part of our community outreach and recruiting effort, DFRS held a Community Safety Expo in September at Blair High School. The expo addressed pedestrian safety, bike safety, child safety seat installation, and smoke detector and fire safety information.
- **Recruiting:** The goal of DFRS is to increase and diversify the pool of applicants for all positions in the Division. In FY01 DFRS established a full-time recruiter position to accomplish this goal. The recruiting effort comprises many activities. Radio and newspaper advertising is targeted for recruiting Firefighter/Rescuer entry-level positions, with an emphasis on underrepresented populations. Recruiting office personnel attended community-based activities and job fairs, including Lincoln Park Community Day, the Fourth Annual Latino Heritage Month festival at the county fairgrounds, the fair at Wheaton Plaza for Hispanic heritage, Asian-Pacific American Heritage Month kick-off at Wheaton Plaza, the Albert Wynn Job Fair, the People's Expo For African American-Owned Businesses, the Hispanic *El Pregonero* job fair, the Mainstream Disability career fair, and various other job fairs and community activities. In the summer of 2001, DFRS sent two Firefighter/Rescuers to Seattle, Washington to attend and assist with "Camp Blaze," an outdoor camping program for girls age 15 to 17. The program provides an introduction to the fire and rescue service through training, hands-on activities, and mentoring. DFRS plans to implement a similar program in Montgomery County in the near future.



- Martin Luther King Committee: DFRS is a participating member on the Martin Luther King Day Committee.
- Diversity Day: DFRS participated in and provided financial support to the County's Diversity Day activities.
- Diversity Training: During FY01 DFRS trained 260 personnel in human relations, including Cultural Diversity, Equal Employment Opportunity and Affirmative Action, Sexual Harassment, and Managing Diversity. Two employees from the Bureau of Program Support Services attended an Americans with Disabilities Act seminar at the University of Maryland, Shady Grove.
- Diversity Counselors and EEO Coordinator: DFRS provides diversity counselors to mediate low-level disputes in the work force. In addition, DFRS employs a full-time EEO coordinator to investigate complaints relating to sexual harassment and other types of illegal discrimination.
- Montgomery County Public Schools Career Camp: DFRS is a participant in the MCPS Career Camp program. The two one-week sessions introduce a variety of careers to school age children.
- National Women in the Fire Service Conference: DFRS sent a District Chief, Lieutenant, and Master Firefighter to the Women in the Fire Service conference in Atlanta, Georgia.
- International Heritage Day: DFRS participated in the International Heritage Day celebration in Silver Spring.
- Child Safety Seat Program: Through this program, DFRS provides child safety seat checks and installation. Low income and/or disadvantaged families are provided child safety seats free of charge.
- Safety in the Neighborhood Program: This program provides free in-home fire safety surveys and free smoke detectors to all communities in Montgomery County.
- Latino Community Outreach: The DFRS Community Outreach Office has placed an emphasis on outreach to the Latino and Hispanic communities. As part of this effort, the office has initiated a program teaching fire safety, in Spanish, to local nursing home staff. Furthermore, as part of the Community Outreach Office, DFRS now has a full-time Latino spokesman.
- Spanish Language Materials: All written pamphlets and materials concerning Safety in the Neighborhood, child safety seats, "After the Fire" brochures, and other DFRS activities and programs are printed in English and Spanish.
- Smoke Detector Program for the Deaf: DFRS provides and installs, free of charge, specially designed smoke detectors for the deaf.

## **HEALTH AND HUMAN SERVICES**

- Continued to develop and implement the African American Health Initiative with the long-term goal of eliminating health disparities between African American residents and other residents of the County. The Initiative consists of four coalitions that focus on HIV/AIDS, infant mortality, oral health, and diabetes.
- Implemented the Latino Health Initiative beginning with health needs assessment to identify priority health care issues that impact on the growing Latino population.
- Co-chaired the County's Americans with Disabilities Act (ADA) Initiatives Task Force, which is part of the Executive's goal to making the County a model county for ADA compliance and for how we promote equity, independence, accessibility, and full participation of people with disabilities.
- Offered the following training opportunities to staff through the Center for Continuous Learning: Race, Class and Health; American Sign Language; Harnessing the Power of Diversity; Biological Aspects of Aging; Foreign Nationals and Their Place in the Community; and Embracing Fatherhood and Diversity in the New Millennium.
- Coordinated and staffed HHS booth at Latino Festival, African American Health Initiative Fair, the National Council of Negro Women Health Fair, the International Festival, and the County Government's Diversity Fair.
- Continued the development of the UpCounty Latino Network, a group of forty representatives from public and private agencies who meet monthly to focus on strengthening the UpCounty network of health and human service providers.
- Developed and distributed the HHS Spanish Service Brochure.
- Fully implemented the Aging and Disability Services' Vietnamese/Asian Senior Outreach Program.
- Published resource booklet in Vietnamese on services for the aging and disabled.
- Expanded Senior Nutrition Program to include a Chinese meal site at the Chinese Culture and Community Services Center.
- Made quarterly presentations on Spanish language radio station to inform Hispanic seniors and their families about services available to them in the County.
- Made presentation at the Caregivers Symposium for the World Conference on Alzheimer's on caregiver issues affecting the Hispanic community.
- Increased the number of Health Promoters/Promotoras de Salud. These individuals work in local neighborhoods educating members of their community in their own language and culture about health issues and how to enroll their children in health care programs.

- Hosted two meetings for HHS and community bilingual mental health providers to network and identify gaps in services. One meeting focused on the Spanish speaking population and the other on the Vietnamese speaking community.
- Revised Serving Customers with Disabilities: A Guide for County Employees brochure to assist staff in providing services to clients with disabilities.
- Developed HHS guidelines for publications that include the consideration of translation into languages other than English.
- Held Black History Month Celebration.
- Increased the number of bilingual and bicultural staff in Child Welfare Services to provide a variety of needed services to Latino families.
- Expanded response capabilities of the Crisis Center through the hiring of two professional staff who are Hispanic. The Center now has the capability of serving customers who speak English, Spanish, Farsi, French, and Ethiopian languages.
- Submitted application for the development of a Judy Center with special focus on serving Vietnamese and Latino families. Selected as one of 13 sites in Maryland to implement this program which will provide comprehensive early childhood services to children and their families designed to prepare the children for successful entry into school.

### **HOUSING & COMMUNITY AFFAIRS**

- Identified, recruited, hired, trained, promoted, and retained a diverse workforce at all levels.
  - Identified positions where multi-lingual skills are required/desirable.
  - Advertised in minority publications.
- Recruited and hired a Program Manager for Department's Hispanic/Latino Initiative.
  - Serves as liaison to media in informing community about the Department's programs/services through numerous radio and television appearances, interviews in newspapers and magazines, and coordinating coverage of events.
  - Emphasized landlord-tenant and consumer issues; appeared on televised shows including "Scams When Buying and House" and "The Importance of Good Credit."
  - Worked with media and Division of Consumer Affairs on an ATM machine scam involving large numbers of Hispanic/Latino consumers.
  - Provided outreach and educational programs to community through seminars on various topics, organizing child passenger safety seat events geared to Hispanic/Latino customers, and established working relationships with other County agencies, nonprofit groups, associations, and churches.

- Translated materials into Spanish; set up a portable informational display in Spanish to highlight departmental services.
  - Participated at many festivals, meetings, and community events, including Montgomery County Latino Festival, Dialogue on Diversity, Healthy Kids Day, etc.
  - Served on planning committee for Diversity Day, with other staff member; department contributed funding for activities and provided outreach/informational materials at the Diversity Day celebration.
  - Translated information into Spanish for departmental web site.
  - Assisted County Executive's Office with Census 2000 efforts, which resulted in significant increase in returns for Hispanic/Latino residents of Montgomery County.
- Entered into partnership with the Office of Human Resources/consultant and conducted the Organizational and Diversity Climate Survey.
    - Presentation by consultant to departmental staff on overview of survey results.
    - Retreat with departmental Labor Management Relations Committee to discuss findings, identify areas on which to focus, and form working teams.
    - Follow-up LMRC meetings to discuss/develop/implement team recommendations.
  - Participated in County's Diversity Council with regular attendance by representative and/or alternate.
  - Encouraged and supported staff membership in African American Employees Association and the association's Leadership Institute.
  - Sent staff to National Forum for Black Public Administrators Conference.
  - Required all new staff to take sexual harassment training upon hire; ensured training of existing staff.
  - Recruited diverse members to serve on all boards, commissions, and working groups associated with the department.
  - Maintained mailing lists for informational/outreach purposes to diverse populations.
  - Provided contract administration for the County's Partnership for Community Grants Program.
  - Provided grants to fund programs/projects, such as "*A Guide to African American Sites and Attractions*" published by the Lincoln Park Historical Foundation/Society.
  - Conducted extensive outreach to Hispanic/Latino homeowners in Connecticut Avenue Estates, which resulted in 40 home loans to improve properties; assisted in the department's neighborhood stabilization efforts.
  - Worked with Montgomery Housing Partnership on two apartment complexes with large Hispanic/Latino populations; landlords translated leases/information into Spanish.

### **HUMAN RIGHTS COMMISSION**

- Composition of staff: 10 Black, 8 White, 3 Latinos, 1 Vietnamese, 1 Sri Lankan. The very diverse work force also gives us extensive language capability, important in our work. The Intake Officer hired this year, is Hispanic, allowing us to better serve this growing population.
- The Commission started a new county tradition through the founding of the highly acclaimed "Human Rights Hall of Fame". Twenty persons, living and deceased, and of diverse backgrounds, who have made major contributions to human rights in the County were inducted. The keynote speaker, Dr. Wu, an Asian American professor of law at Howard University, set the tone for the celebration, which attracted over 400 people. A statue, donated by a senior in the Fine Arts Department of Montgomery College, contains the names of the inductees engraved on brass plaques, and will remain in the EOB lobby as a permanent display. Names of future inductees will be added each year.
- Print ads about Commission programs have been translated into Spanish and Vietnamese.

### **HUMAN RESOURCES**

The Office of Human Resources performed the following activities in support of the County's commitment to equal employment opportunity and diversity:

- Continued management and support of EEO and Diversity Management Team responsible for developing, implementing, and enforcing County-wide policies and procedures related to EEO and diversity.
- Continued to administer EEO Complaint Process and Internal Mediation Program to resolve discrimination complaints (see Internal Audit Processes).
- Continued to provide oversight and guidance to County departments and agencies on EEO and diversity matters.
- Continued to participate in targeted recruitment outreach activities and job fairs to increase outreach to underrepresented groups (see Recruitment Objectives and Strategies).
- Continued to provide disability program management services through the Disability Program Manager, including disability retirement and reasonable accommodation counseling and processing (see Disability Services).
- Continued to coordinate the County's Organizational Effectiveness Initiative. Through survey administration, focus groups, and interviews, employees are given opportunities to comment on all aspects of leadership, diversity, management issues, and organizational processes within their department. Data are analyzed and recommendations are made for action planning and problem resolution. During FY

2001, the survey was administered in the Department of Public Works and Transportation (Traffic and Parking Services Division, Facilities and Services Division, Engineering Services Division, and Highway Services Division) and in the Department of Health and Human Services (Aging and Disability Services, Public Health Services, Accountability and Customer Services, Adult Mental Health and Substance Abuse Services, and the Director's Office).

- Continued to provide staff support and guidance to the Montgomery County Diversity Council (see Diversity Council Annual Report).
- Coordinated and implemented the Planning Committee for the Montgomery County Diversity Day Observance Program (see Diversity Day Observance Program).
- Coordinated and provided staff support for the Partnership for Youth Advancement Internship Program which placed high school and college students from diverse backgrounds in County Government internship positions(see Partnership for Youth Advancement Internship Program).
- Performed contract administration for two Partnership for Community Empowerment Grants (see Partnership for Community Empowerment Grants).
- Provided the following employee development training courses/lecture series:
  - Communicating Services Across cultural Lines
  - ADA is Customer Service
  - ADA Title I and Title II
  - Disability Case Management Program: The Supervisor
  - Today's Diverse Workplace
  - Conflict Resolution
  - Diversity Management for Managers and Supervisors
  - Mandatory Sexual Harassment Training
  - Conversational Spanish
  - ADA Update Seminar

### **INFORMATION SYSTEMS AND TELECOMMUNICATIONS**

- To ensure all employees and those the County serves are afforded equal opportunity in areas of employment, programs and services provided by the County, the Department of Information Systems and Telecommunications (DIST) has improved access to Montgomery County Government for citizens and the disabled through the following Web applications:
  - A Disabled Services Web application is devoted to the disabled community. This Web application handles business survey and results so establishments can report their access accommodations.
  - Developed a searchable application that allows the disabled community to locate resources and services throughout the region by key word or category.

- Developed Human Relations Commission Web applications for citizens to find policies and procedures on filing housing, employment, and lending complaints.
- Promoted gatherings in honor of events such as Black History Celebrations and International Festival through Internet Web Sites.
- Planned to expand offerings with multilingual versions of eMontgomery Webs.
- Many DIST employees also made individual contributions to the Diversity Initiatives:
  - Participated as a member of following organizations:
  - Secretary on the Board of Directors for Bet Mishpachah, Washington, DC's Egalitarian Synagogue Embracing a Diversity of Sexual and Gender Identities.
  - Free State Justice. Attended the fundraiser for the recently signed Statewide Anti-Discrimination Act to end discrimination based on Sexual Orientation in Maryland.
  - Montgomery County GLOBE (Gay, Lesbian or Bisexual Employees).
  - Participated in Jewish "Christmas in April" to assist the rehabilitation of the home of a low-income, elderly woman in Northeast DC.
  - Volunteered as an usher for the Gay Men's Chorus of Washington for their concerts.
  - Regularly offered Tai Chi exercise classes to County employees and senior community.
  - Served as a Chinese language teacher in Gaithersburg Chinese School.
  - Participated in Washington Chinese Tennis Association for regular and social tournaments and fund raising activity, and as a member of choir organized by Chinese interest members.
  - DIST has an active representative who attends Diversity Council meeting regularly.
  - Actively supported and participated in Diversity Day. In addition, held DIST's own Diversity Day celebration through an annual Chinese New Year Luncheon.

### **LIQUOR CONTROL**

- Liquor Control is a participating member of Montgomery County Diversity Council.
- Department of Liquor Control is a participating member in the "Take our Daughters to Work Day Program".

- Liquor Control sends a representative to the yearly National Forum for Black Public Administrators Conference.
- The Department made a cash contribution for Diversity Day activities and participated in the programs.
- The Department made a contribution to the African American Employees' Association and participated in the annual conference.
- Liquor Control entered into a partnership agreement with OHR and participated in the Organizational and Diversity Climate Survey. As a result, Department of Liquor Control has formed employee action teams, which have worked with outside consultants to develop ideas for improving Department of Liquor Control's operation.
- The Department maintains a diverse product line to accommodate both wholesale and retail customers. Department of Liquor Control routinely researches requests for specific products from all over the world.
- The Department has produced signs in Spanish discouraging over-service. They are available to Department of Liquor Control's wholesale customers who wish to display them.

### **MID-COUNTY SERVICES CENTER**

Mid-County Services Center, which encompasses the Wheaton Redevelopment Program and the Wheaton Urban District, has done the following to achieve diversity in FY01:

- Hired a tri-lingual employee who works daily with the Wheaton small business community.
- Mounted a successful outreach program to include members of ethnic communities on the Mid-County Citizens Advisory Board, the Wheaton Urban District Committee and the Wheaton Redevelopment Steering Committee.
- Translated Advisory Committee brochures into Spanish, Korean and Chinese.
- Have included Latino community in nationally-recognized "Main Street process" to create development scenarios for downtown Wheaton by conducting interviews in Spanish and using a survey instrument translated into Spanish.
- Advertising for all special events is purchased in a wide range of ethnic media; event flyers are, at a minimum, bilingual.

### **PERMITTING SERVICES**

- The Department of Permitting Services (DPS) staff will continue to receive Sexual Harassment training.



- DPS staff will continue to receive ADA training.
- DPS has several designated Hispanic contacts.
- DPS continues to contribute and participate in Diversity Day activities
- DPS has an alternate and delegate to the Diversity Council.
- DPS contributed to OHR'S Employer of Choice Program.
- DPS actively advocated for recruitment/promotion of diverse populations.
- DPS attended the Latin American/Heritage Festival held in September 2000 and prepared bi-lingual announcements for their brochure.
- DPS provided names of multi-lingual employees for the Spanish Directory.
- DPS participated in meetings with the Montgomery County Latin-American/Hispanic Affairs Liaison and attended their community update meetings.
- DPS participated in the Latin American/Hispanic Affairs Liaison Showcase Event in October 2000.
- Vendor brochure has been translated into Spanish. Evaluating other brochures for translation into Spanish.

### **POLICE**

- The Department of Police provides in-service diversity training to all Police employees.
- The Police representative on the Diversity Council attends monthly meetings, and appraises management of pertinent issues. Chief Moose provides his full support to the representative and the Council and plans to attend meetings as often as possible to support and assist with the Council's missions and goals.
- The Department, in partnership with the Department of Justice's Community Relations Service, is in the process of developing a Community Liaison Team. The purpose of this team is to train a cadre of citizens who are capable of responding to diverse communities in crisis and to assist the community membership to understand the roles, responsibilities and practices of the police. The team, comprised of citizen volunteers representative of the County's diverse population, will attend monthly training meetings where they will receive instruction on victim services, Internal Affairs Division investigations and the complaint process, police operations, civil disturbance response, dealing with the community, and the functioning of the Court Commissioner's office.

- Teams such as this have been instrumental in proactively dealing with diverse communities in crisis in many big cities around the country. Eventually, this team will be capable of responding on a 24-hour basis.
- The Department also has three committees comprised of African Americans, Asian Pacific Americans, and Hispanics/Latinos made up of community representatives and Police employees. The groups meet quarterly and make recommendations to the Chief of Police regarding recruitment, policy and community relations.
- The Department has recently intensified its recruiting efforts, with a goal to recruit and hire the most qualified and diverse individuals as Police Officer Candidates and other positions specific to the Police Department that will visibly reflect the diversity of the population we serve.

### **PROCUREMENT**

- Continue to provide an understanding of diverse cultures by sponsoring an office diversity day.
- Promote a community service day to a non-profit group that serves a diverse community. This year, for example, the Office of Procurement assisted “Habitat” in building a house for a minority resident.
- Continue to promote an understanding of procurement through multilingual publications, brochures, pamphlets, audio and visual products.
- Provide procurement opportunities by advertising solicitations in minority newspapers.
- Set up, in the Business Resource Center, a work area for handicapped individuals who want to learn how to do business with Montgomery County.
- Provide quarterly seminars to promote an understanding to minority, gender, and disabled business groups with strategies to gain business opportunities in Montgomery County.
- Continue to support OHR by providing visible space for all notices that will assist in recruiting and hiring qualified women and minorities.
- Participate in the AAEA Leadership Institute.
- Provide guidance and assistance to Health and Human Services Contract Team and to the County Council regarding grant funded programs to diverse populations.
- The annual Procurement Forum provides networking opportunities for small and MFD businesses.

- The Office of Procurement has an active representative in the Diversity Council and an assigned alternate. The representative has been a member since the Council's inception in 1997 and was the Diversity Council Vice-Chairperson for the FY00 term.

### **PUBLIC INFORMATION**

In fiscal year 2001, the Office of Public Information continued many of its diversity initiatives.

- Our Cable Program division produces a monthly television program called "Celebrate Diversity," which focuses on the growing diversity in Montgomery County.
- A representative of this office serves on the Martin Luther King, Jr. Commemorative Committee and assists with media coordination for the annual Martin Luther King, Jr. Birthday Celebration held in January.
- The Office of Public Information supports the annual Diversity Day celebration held for County employees.
- The Office of Public Information routinely translates its press releases into other languages in an effort to reach all segments of the community.

The Office of Public Information oversees the County's website and works to ensure that it is ADA compatible.

### **PUBLIC LIBRARIES**

- The Linkage to the Library Program (a partnership between libraries and their local schools) was expanded to Aspen Hill, Gaithersburg, and White Oak libraries. The Program offers bilingual training in the use of the library's computerized catalog as well as Internet training, story time in Spanish for preschoolers while parents practice their English skills in a Conversation Club.
- Fully supported the attendance of four staff members at REFORMA – a national association of librarians who work for the promotion of library and information services to Latinos and the Spanish-speaking population. The conference was held in Tucson, Arizona.
- Hired an Outreach Coordinator to market library services to the multicultural population and strengthen their capacity to navigate within the library system. Also to meet with and act in an advocacy role for libraries and library services with a wide variety of community groups, government agencies, and private sector interest groups while actively seeking partnerships and collaborative opportunities to further the objective of the library's outreach services to multicultural communities.
- Sponsored a series of Immigration Workshops on Section 245 (i) of the Legal Immigration and Family Equity Act of 2000. The workshops were presented in Chinese, English, French, Korean, Spanish and Vietnamese.

- Co-sponsored with the Office of the County Executive and the Governor's Commission on Hispanic Affairs a "Proposal Writing Seminar". The seminar was presented in English and Spanish.
- Implemented a series of workshop with Centro Familia informing participants of Child Care Conference "Sembrando Nuestro Familia" about the services of the library system. The series was presented in English and Spanish.
- 1<sup>st</sup> Annual Latin American Festival. The festival was coordinated and sponsored by the Libraries, City of Rockville, Community Ministries of Rockville, the Office of the County Executive and Hispanic serving community based organizations. Children activities were programmed to educate and help them embrace the Latin American culture. Mariachi Azteca provided entertainment and information on programs and services available in Montgomery County on education, health immigration and economic development was provided for adults.
- Developed in coordination with the Upcounty Regional Services Center, the Office of the County Executive and various community- based organizations, a community outreach initiative to educate residents living in Upper Montgomery County about available programs and services. All workshops were presented in Spanish and English at the Gaithersburg Library.
- Secured funds to plan and implement Language Learner Labs at Wheaton Library and Gaithersburg Library.
- Library Card Sign-up at the MCPS International Student Office in August of 2000 resulted in 635 newcomers signing up for library cards. Language assistance was provided in Spanish Chinese and German. Printed materials were provided in English, Chinese, Spanish, Korean and Vietnamese.
- Developed and presented an eight-week series of conversational Spanish for library staff to practice Spanish and improve their language skills. This class focused on staff who had some knowledge/use of Spanish.
- Presented a fifteen-week basic "library Spanish" series for staff members with no knowledge of Spanish.
- The Department is a Co-sponsor of the African American Employees Association 's Authors Series.
- The Diversity Teams, staff newsletter, VOICES @ MCPL is now in electronic format available to all staff on the Department's Intranet.
- Book discussion groups are now being conducted in Spanish and Chinese at a few of our libraries.

## **PUBLIC WORKS AND TRANSPORTATION**

Listed below are the Department of Public Works and Transportation's diversity initiatives for Fiscal Year 2001.

- The Division of Transit Services created two Transit Coordinator positions designated as Spanish speaking to assist our Latino population.
- Four of our divisions have completed the Diversity/Climate Survey and have taken steps to address issues and discuss conflict resolutions.
- The Department continues to publish many of its brochures and publications in several languages.
- Employees are members of the African American Employees Association and attend that association's professional conference.
- Employees are active members of the Asian Pacific Heritage Committee.
- The Division of Solid Waste Services hired two Spanish-speaking employees to provide better customer service to the County's diverse population.
- Continued the County's Special Needs Program for picking up refuse and recycling from residents unable to bring their trash and recycling bins curbside.
- Alternative Service Workers, through the County Courts, are regularly utilized for office assistance and preparing public outreach materials.
- Worked with the CHI Center, Inc., an organization supporting people with disabilities, to employ a part-time temporary employee to complete a special project at the Transfer Station.
- Provided employees the opportunity to participate in Diversity Day activities.
- Supported the County's Diversity Day activities by providing free Ride On shuttles.
- The Department recruits and hires a diverse workforce, carefully considering the composition of each division ensuring diversity.
- Provide notices of resurfacing work in neighborhoods both in English and Spanish.
- Place women in nontraditional roles such as Equipment Operator positions.
- Encourage employees to attend diversity training when offered to assist with duties and interactions with other staff members.

## **RECREATION**

- Required all staff to attend training on diversity in the workplace by Trevor Wilson.
- The Department's Diversity Team has developed a basic 3 hr. introduction to diversity education training module as required training for the upcoming FY year.
- The Department has developed and nurtured meaningful partnerships with other government agencies and private organizations.
- The Department is expanding the diversity component to a Mentoring program for Recreation staff.
- Customer service awareness as it relates to our diverse community has been increased, resulting in better customer relations.
- The Department conducts an annual all staff diversity workshop.

## **UPCOUNTY REGIONAL SERVICES CENTER**

### **Communication/Resources**

- Continued to use technology and non-County resources when feasible to improve communication with non-English speaking residents.
- Updated Spanish translation of Center brochure for targeted distribution.
- Periodically translated articles of particular interest for "Upcounty Today" (monthly newsletter).
- Established and/or maintained working relationship with media, especially the Spanish media.

### **Citizens Advisory Board**

- Maintain diversity in the ethnic, cultural, and gender makeup of the board. Currently, the 20-member board consists of 4 African-American members, 1 Latino/Hispanic member, 1 Asian-American member, and 1 member from the deaf community.

### **Staffing**

- Filled new Program Manager I position with Spanish-speaking staff person, whose assignment focuses on an area that has a sizable Latino population.
- Maintain diversity in ethnic makeup and language capabilities of staff complement. Currently, there are seven staff; 2 Latino/Hispanic, 1 Chinese-American, 1 African-

American, and 3 Caucasians. Languages spoken include English, Spanish, and Mandarin Chinese.

**Community Representation/Activities**

- Recruited from Latino community for Upcounty Citizens Advisory Board membership.
- Participated regularly in new Upcounty Latino Network.
- Established and/or maintain ongoing “liaison” relationships.
- Supported Upcounty initiatives re Hispanic population.
- Investigated possibility of hosting ESOL classes at Center.
- Continued partnership with City of Gaithersburg to improve County service delivery to residents of greater Gaithersburg area.
- Participate in efforts of Upcounty Latino Network to develop a one-page directory of services in Spanish.
- Supported Annual Latino/Hispanic Heritage Celebration.

## INTERNAL AUDIT PROCESSES

The County monitors and evaluates its performance on the objectives stated in the EEO & Diversity Action Plan through four primary audit mechanisms: applicant tracking, Affirmative Action data collection, Complaint Processing and Analysis, and Management Leadership Service Performance Management.

**Applicant Tracking:** The Staffing and Organizational Development Team in OHR has developed and implemented two Applicant Tracking Systems to track applicant flow data for each recruitment. Applicant data is manually entered in an *Access* database for hard copy job applications. For electronically submitted job applications (via the Internet), OHR currently uses a proprietary on-line application processing program. Both systems collect information on race, gender, and ethnicity, as voluntarily provided by the applicant on a separate, self-identification portion of the application. The data is analyzed and patterns and trends are reviewed. The data is used to provide valuable information on the diversity of the County's applicant pools.

**Affirmative Action Data Collection:** OHR has recently procured a new automated Affirmative Action Planning (AAP) program that assembles and organizes employee data in a format acceptable by the U.S. Office of Federal Contract Compliance Programs for producing Affirmative Action Plans and reports. The reports show current workforce analyses, job group analyses, and utilization analyses for females and minorities on County-wide (Executive Branch) and Departmental bases. The information is shared with departments, the Chief Administrative Officer, and the County Executive for use in monitoring the County's and Departments' progress in meeting its workforce utilization goals. The EEO Team currently generates AAP reports annually.

**Complaint Processing:** The EEO and Diversity Management Team in OHR is responsible for managing the EEO Compliance function for the County Government. As such, it has developed and implemented a structure and procedures for addressing complaints of discrimination. The EEO Complaint Processing Guidelines and the County's Policy on Sexual Harassment (contained in the Appendices) provide some of those procedures. In addition, the team has developed and implemented an internal Mediation Program to resolve complaints as an alternative to complaint investigation (see Mediation Fact Sheet in Appendix). Information on discrimination complaints received by the County is tracked in the EEO Case Log. This access database maintains information on all internal and external<sup>1</sup> complaints of discrimination against the County. This information is periodically reviewed for departmental trends and to identify areas of need. The information is fed back to departments and the Chief Administrative Officer in management reports for their consideration.

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<sup>1</sup> External complaints are charges filed with the Montgomery County Human Rights Commission, the Maryland Commission on Human Relations, or the U.S. Equal Employment Opportunity Commission.



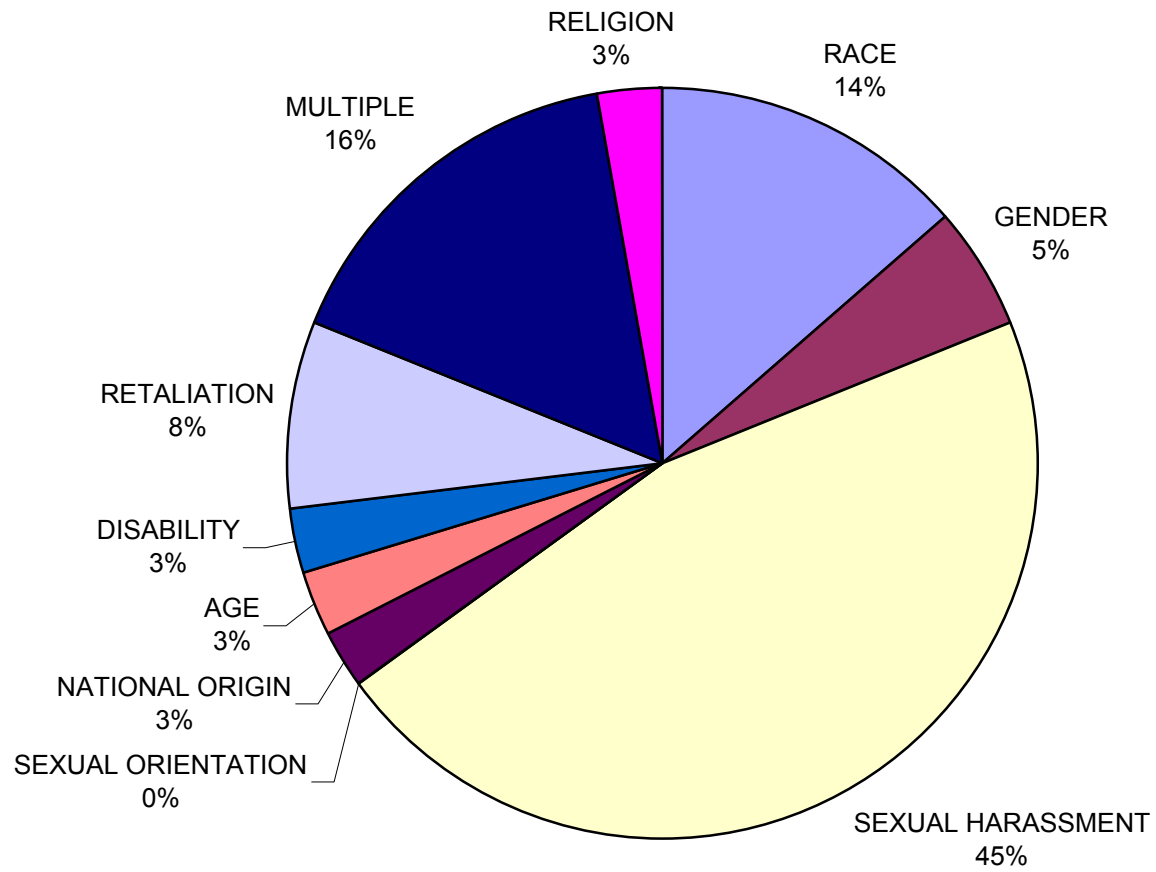
**Complaint Analysis:** Graphs depicting the types of complaints filed and the venues in which they were filed are included on the following pages. Sex and race continue to be the primary bases for complaints, however the numbers of all types of complaints has significantly decreased from FY 00 to FY 01. Overall, complaints decreased by 44% since the prior fiscal year. This may be attributed to the increased training, communications, and counseling provided by the Office of Human Resources in the area of EEO and diversity management.

In addition, more employees are electing to utilize the County's internal complaint process rather than file a complaint with an external enforcement agency such as the Montgomery County Human Rights Commission, Maryland Commission on Human Relations, or the U.S. Equal Employment Opportunity Commission. Individuals chose the internal process by more than two to one over the external process(es). This may be attributed to the efficiency of the internal process in resolving complaints faster than the external process. As the following graph depicts, in FY 2001, internal EEO cases were closed on average in 52 days as compared with 814 days for complaints filed with external agencies. We also believe the increased usage of the internal complaint process demonstrates employees' trust, confidence, and satisfaction with the internal process.

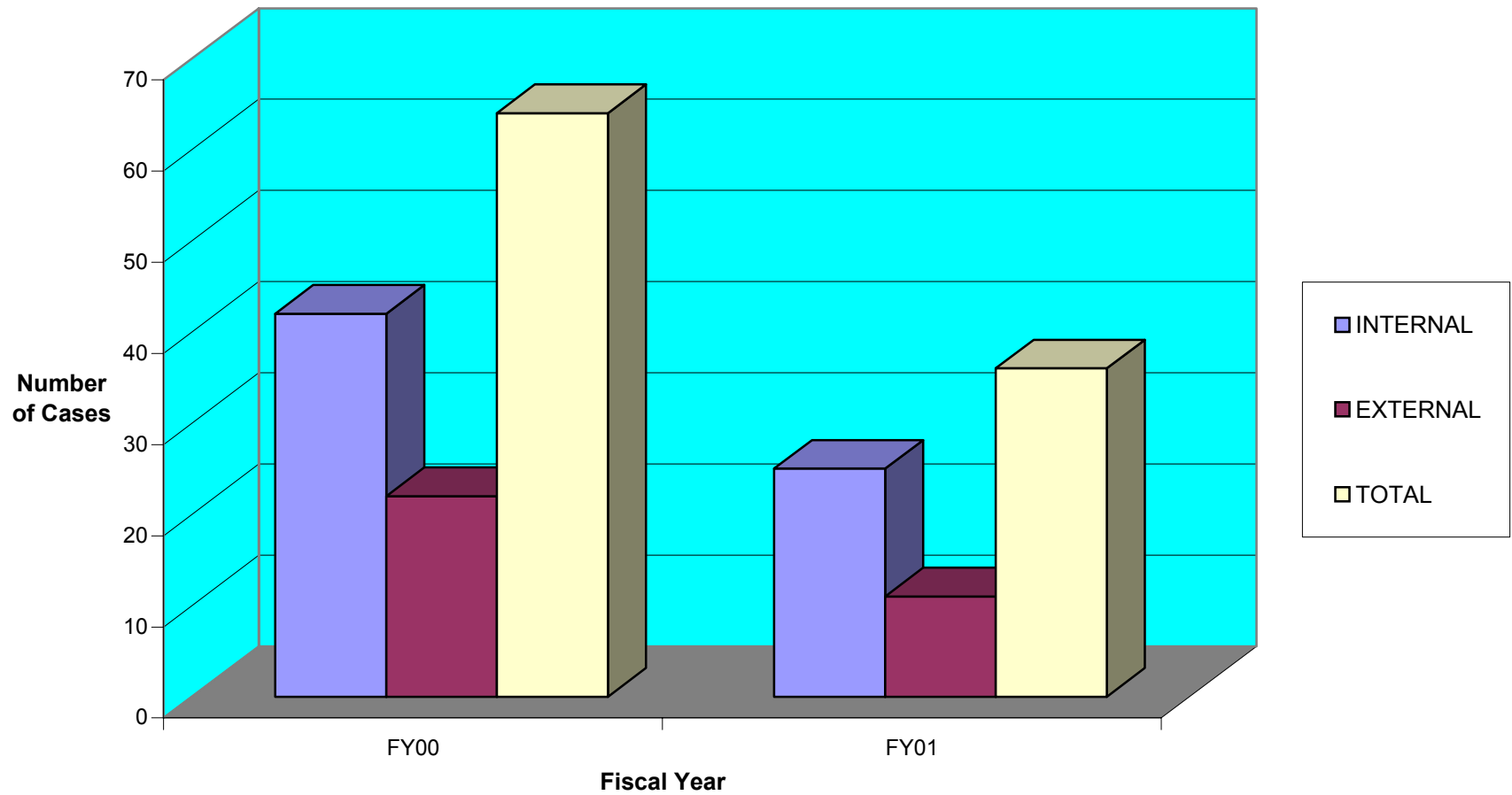
**Management Leadership Service Performance Management:** The Management Leadership Service (MLS) is a classification compensation, and leadership development system for the County's managers. The system is characterized by a broadbanded compensation structure, a mandatory leadership development component, and a pay for performance evaluation system. The latter component is a highly structured and quantifiable performance management tool that assesses managers' performance against a set of measurable outcomes and competencies. A mandatory element in the assessment is the manager's support of a diverse workforce. This element is demonstrated by several EEO-related outcomes, including the consideration of diversity in staffing decisions, the handling of discrimination issues, and support of the County's diversity programs. The presence of this mandatory element in managers' performance evaluations holds them accountable for the performance in the area of EEO and diversity management.

In addition to these primary mechanisms, the County also tracks training, labor relations, disciplinary, and turnover activity by race and gender for further analysis, as needed. All of the systems serve as means to self-audit and monitor the County's performance and progress in meeting its EEO/Diversity aims. They also serve to identify problem areas and develop customized solutions/responses to areas of need.

# FY01 EEO COMPLAINTS BY TYPE

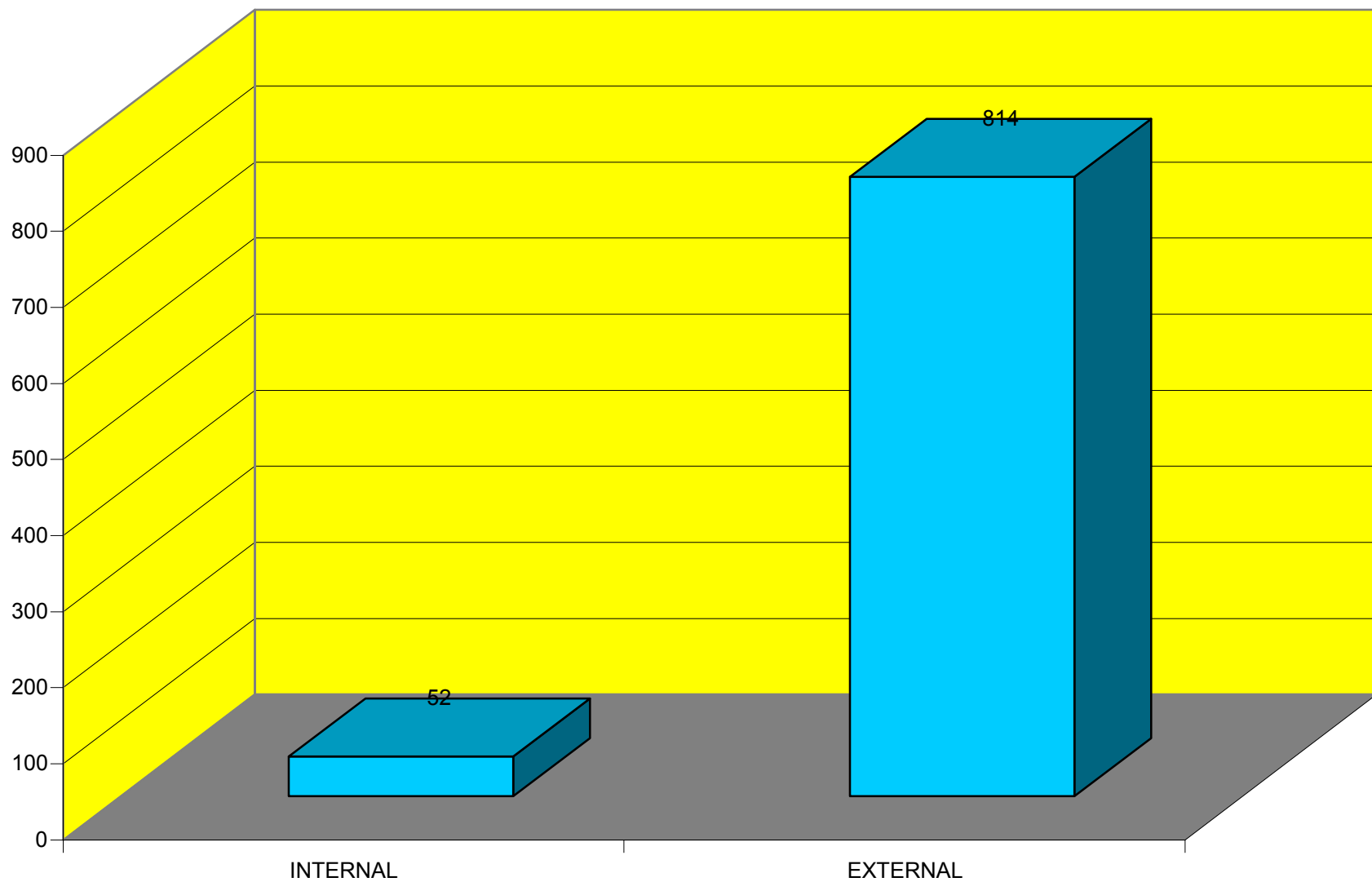


## FY00 & 01 EEO CASES BY VENUE



(External Cases are charges filed with Federal, State, and Local Enforcement Agencies)

## EEO CASE CLOSURE TIMES



# **DISCRIMINATION LAWS**

## **FEDERAL LAWS**

### **1. Civil Rights Act of 1866 and 1871**

These Acts effect the 13<sup>th</sup> and 14<sup>th</sup> Amendments to the constitution that provide the fundamental basis for employment discrimination law and litigation. The 14<sup>th</sup> Amendment requires all States and their political subdivisions to provide equal protection of the laws to all persons under their jurisdiction.

### **2. The Equal Pay Act of 1963, as Amended**

This Act, enacted as an amendment to the Fair Labor Standards Act, covers state, local federal government and private sector employees. It requires that men and women employed in the same establishment receive equal pay (including fringe benefits) for jobs which involve substantially equal skill, effort and responsibility, and are performed under similar working conditions. The work need not be identical, merely substantially equal.

### **3. Civil Rights Act of 1964**

Title I of this Act prohibits any act of force, threat of force, injury, intimidation or threat of interfering with persons applying for or enjoying employment because of their race, color, religion or national origin.

### **4. Age Discrimination in Employment Act of 1967, as Amended**

This Act prohibits discrimination based on age in all aspects of employment against persons 40-70 years old. The Act applies to Federal, State and local government employers and most private employers of 20 or more persons.

### **5. Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972**

This is the basic Federal law prohibiting discrimination on the basis of race, color, national origin, religion or sex, in all aspects of employment by all employers with 15 or more employees. Title VII was extended to cover Federal, State and local public employers by the Equal Employment Opportunity Act of 1972.

6. **Executive Order 11246, as Amended**

This Presidential order prohibits discrimination in all employment practices by Federal contractors, subcontractors, Federally assisted construction contractors on the basis of race, color, religion, sex or national origin. In addition, certain employers are required to take affirmative action as a contractual obligation to ensure that applicants and employees are treated without discrimination.

7. **The Rehabilitation Act of 1973: Sections 503 and 504**

**Section 504** prohibits discrimination against “handicapped” persons in employment, services participation and access to all programs receiving Federal financial assistance.

**Section 503** prohibits discrimination in employment against handicapped persons by Federal contractors and subcontractors.

8. **The Pregnancy Discrimination Act of 1978**

This act specified that women affected by pregnancy and related conditions must be treated the same as other applicants or employees, solely on the basis or inability to work.

9. **The American with Disabilities Act of 1990 – Title I**

Employers are prohibited from discriminating against qualified individuals with disabilities in the job application procedures, medical requirements, hiring advancement, training or any other term or condition of employment. An employer is required to make an accommodation to the known disability of an applicant or employee if it does not impose an “undue hardship”.

10. **Civil Rights Act of 1991**

This Act reversed several 1989 and 1991 U.S. Supreme Court decisions which had a negative impact on the victims of discrimination. The Act further provides compensatory and punitive damages and jury trials in cases of race, color, national origin, sex, religion and disability discrimination. The Act also established the “Glass Ceiling Commission” and covers the Senate and Presidential staff.

## **STATE LAWS**

1. **Article 49B of the Annotated Code of Maryland**

This law prohibits discrimination in employment on the basis of race, color, religious creed, sex, national origin, marital status, physical or mental handicap, and age with respect to compensation, terms, conditions or privileges.

2. **Executive Order on Sexual Harassment No. 01.01.1980.16**

This order by the Governor Hughes prohibits sexual harassment in Maryland State Government.

## **COUNTY LAWS**

**Chapter 27, Article 1, Sections 17-26 of the Montgomery County Code 1984**

This law prohibits discrimination in employment, housing, and public accommodations on the bases of race, color, religious creed, sex, national origin, marital status, physical or mental handicap, ancestry, sexual orientation, and age.

# **MONTGOMERY COUNTY**

## **EEO COMPLAINT PROCESSING GUIDELINES**

### **PURPOSE**

To establish policies and guidelines for reporting and processing Equal Employment Opportunity (EEO) complaints.

### **APPLICABILITY**

These guidelines apply to the reporting of discrimination complaints to, and the processing of discrimination complaints by the Equal Employment Opportunity (EEO) Office within the Office of Human Resources (OHR). These guidelines are independent of, and do not supplant, Department-specific complaint processing procedures, Collective Bargaining Agreement provisions, or the procedures provided in the Montgomery County Policy on Sexual Harassment. Department-specific procedures should, however, be consistent with these guidelines. These guidelines apply to:

- a. All complaints filed internally by County employees with Department/County management, verbally or in writing;
- b. All complaints filed externally through regulatory agencies such as the Montgomery County Human Relations Commission (HRC), the Maryland Commission on Human Relations (MCHR) and the U.S. Equal Employment Opportunity Commission (EEOC).

The Office of Human Resources works in collaboration with the County Attorney's Office in investigating complaints of discrimination.

### **DEFINITION**

An EEO complaint is any verbal or written report or charge of employment discrimination or harassment of any kind. Employment discrimination includes any policies, practices, or procedures which limit or adversely affect employment, promotion, or transfer opportunities or other working conditions on the basis of race, color, religion, national origin, ancestry, gender, marital status, sexual orientation, age, or disability.

### **POLICY**

1. The County shall conduct all employment activities and maintain a work environment free from discrimination and harassment of any kind. Employment discrimination is prohibited by Federal, State, and local laws and will not be tolerated.



2. Supervisors and managers are responsible for ensuring that the employees under their supervision are provided with a work environment that is free from discrimination and harassment.
3. Employees and managers are encouraged to resolve discrimination complaints at the earliest time and at the most immediate organizational level; however, it is an employee's right and management's responsibility to report discrimination complaints to the EEO Office in OHR promptly, in accordance with the guidelines outlined below.
4. OHR shall receive and respond to all submitted discrimination complaints in a judicious and timely manner, with the objective of maintaining and promoting an employment environment free from discrimination.
5. Incidents of proven discrimination and harassment are cause for disciplinary action, against the offending party including, but not limited to, dismissal.
6. Falsification of complaints of discrimination, harassment, or retaliation shall be considered cause for appropriate disciplinary action.
7. EEO complaints are regarded as confidential. To the extent practically possible, access to information related to an EEO complaint shall be limited to individuals directly involved in the complaint and/or the investigation or resolution of said complaint. While every attempt at confidentiality shall be made, anonymity or complete confidentiality cannot be guaranteed.

### **GENERAL GUIDELINES**

1. All Montgomery County employees are responsible for maintaining a non-discriminatory work environment. This includes responsibility for personal conduct as well as reporting observed discrimination or harassment to appropriate supervisory or management personnel.
2. An individual who has been subjected to discrimination or harassment of any kind, or is a witness to same should notify an appropriate supervisor or manager when an act or behavior is perceived to be offensive.
3. Supervisory/management personnel should respond to reports of discrimination and harassment, and take corrective action as appropriate. This includes complying with Department-specific complaint processing procedures, if any, and reporting incidents to OHR as outlined below.

## **SPECIFIC GUIDELINES**

1. An individual who believes he/she has been subjected to employment discrimination should immediately bring the matter to the attention of his/her supervisor. If the supervisor is a party to the discrimination, or the individual does not wish to discuss the matter with the supervisor, the individual should then bring the matter to the attention of the individual designated to receive such complaints in the Department, the Department/Agency head, or to the EEO Office in OHR.
2. A supervisor or other responsible individual in the Department who is the recipient of an internally filed complaint should document in writing, information relevant to the complaint, including date and substance of the complaint and the names of the parties to the complaint as well as any other individuals involved in, or witnesses to, the incident. The recipient should notify the EEO Office in OHR within twenty-four hours of the report of the complaint.
3. Employees have the right to file discrimination complaints with an external regulatory agency such as HRC, MCHR, and EEOC. Notices of charges resulting from such externally filed complaints should be referred directly to the EEO Office in OHR. **Any Department/Agency representative receiving such a charge should immediately (i.e., within 24 hours of receipt) forward said complaint to OHR.** The Department may retain a copy of the complaint under confidential conditions for its records.
4. Complaints submitted to the EEO Office will be logged in with appropriate information recorded. In the case of an internally filed complaint, the EEO Office may inform the affected Department that the Department may investigate and attempt to resolve the complaint at that level. In such cases, the Department should provide a report to the EEO Office on the status of the complaint within 14 days, unless an extension of time is requested. If the complaint remains unresolved at that time, the EEO Office will proceed with an investigation of the complaint. **All externally filed complaints (i.e., complaints filed through regulatory agencies) will be handled by the EEO Office of OHR.**
5. The EEO Office will conduct an investigation of received complaints (with the exception of those referred to the Department) and communicate with the parties to the complaint following the conclusion of the investigation. Affected supervisors and managers will be notified as to the resolution of the complaint to ensure that recommended corrective actions, if any, are implemented.
6. The EEO Office will perform and document follow-up activities with appropriate Departmental management, as necessary, to ensure that the situation has been corrected. The case will then be closed.
7. Files of closed cases will be maintained under confidential conditions by the EEO Office for a period of two years.

## **MONTGOMERY COUNTY POLICY ON SEXUAL HARASSMENT**

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### **PURPOSE**

To state the County's policy on sexual harassment and provide a procedure for the handling of sexual harassment complaints.

### **DEFINITION**

Sexual harassment is verbal or physical conduct that includes:

1. unwelcome sexual advances;
2. requests for physical conduct of a sexual nature; and
3. any written, verbal or physical conduct of a sexual nature when:
  - a) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
  - b) submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual; or
  - c) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

In the context of items 1-3 above, sexual harassment includes, but is not limited to: requests for sexual favors; the use of threats or force to obtain sexual favors; sexual propositions or innuendo; suggestive comments; sexually-oriented teasing or joking; jokes about gender-specific traits; unwelcome or uninvited touching, patting, pinching or brushing against another's body; obscene spoken or written language; obscene gestures; and display of offensive or obscene printed or visual material.

### **POLICY**

1. Every employee has the right to work in an environment free of all forms of discrimination. Sexual harassment is a form of discrimination that is illegal under federal, state and local laws and will not be tolerated.
2. County employees must not subject other employees, contractors, consultants, citizens, applicants, customers or clients to sexual harassment. An employee who is found to have engaged in sexual harassment will be subject to appropriate disciplinary action, which may include dismissal.
3. Managers and supervisors must ensure that employees under their supervision or direction are provided a work environment free of sexual harassment.

## MONTGOMERY COUNTY POLICY ON SEXUAL HARASSMENT

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4. Managers and supervisors who become aware of suspected or reported sexual harassment must promptly report the information to the Department or Office Head, to the EEO Officer in the Office of Human Resources, or to an attorney in the Office of the County Attorney.
5. This policy applies to County employees when they are conducting County business and dealing with others while at work or at work-related social functions.
6. Any employee who witnesses sexual harassment must report this conduct to the Department or Office Head, to the EEO Officer in the Office of Human Resources or to an attorney in the Office of the County Attorney.
7. The sexual harassment of County employees by contractors, consultants subcontractors, their employees, individuals who conduct business with the County, or individuals who receive services from the County will not be tolerated, and may result in termination or suspension of the contract, denial of contracting privileges, denial of services, or the filing of criminal charges against the harasser.
8. The use of threats or other means to retaliate against another who resists harassment, reports the alleged harassment to another, participates or cooperates in an investigation of a complaint of sexual harassment or files a complaint about the alleged harassment is prohibited.
9. Advice and counseling concerning sexual harassment may be obtained from a number of sources including: the County Attorney, Office of Human Resources, Union representatives and the Montgomery County Commission for Women.

### **PROCEDURE**

1. Filing and Investigation of Complaints
  - a) An employee who is subjected to sexual harassment, witnesses it, or has knowledge of it should immediately bring the matter to the attention of his or her supervisor. If the supervisor is a party to the harassment, or if the employee does not wish to discuss the matter with the supervisor, the employee must bring it to the attention of the Department or Office Head, to the EEO Officer in the Office of Human Resources, or to an attorney in the Office of the County Attorney.
  - b) A person who is the recipient of a complaint must document information relevant to the complaint, including the date and substance of the complaint and the names of individuals who were involved or who witnessed the incident(s). The recipient must notify the EEO Officer in the Office of Human Resources or an attorney in the County Attorney's Office within 24 hours. The recipient may refer the complaint to the EEO Officer for investigation or, if the EEO Officer and the County Attorney concur, may investigate the complaint and attempt to resolve it informally. Informal resolution is appropriate only if the essential facts of the complaint are

undisputed and both the victim and alleged perpetrator of the harassment agree to informal resolution. If attempts at informal resolution are unsuccessful, the complaint must be referred to the EEO Officer or an attorney in the County Attorney's Office within three (3) working days.

- c) A complaint brought to the attention of the EEO Officer or an attorney in the County Attorney's Office may be oral or written and may be brought by any person having knowledge of the harassment.
- d) The EEO Officer or an attorney in the County Attorney's office will initiate the investigation of a complaint within 24 hours after the allegation is brought to his or her attention or notice is received that an attempt at informal resolution has been unsuccessful.
- e) Every effort will be made to maintain the confidentiality of the information provided in connection with a sexual harassment complaint, and to protect the privacy of the individuals involved. Information about the investigation will be given only to those persons who have a genuine need for the information because of their role in the investigation or those who are legally entitled to the information. Anonymity or confidentiality cannot be guaranteed.
- f) To the extent possible, the investigation and attempts to resolve the complaint will be completed within fourteen (14) working days of the filing date of the complaint.
- g) Promptly upon completing the investigation, the EEO Officer or an attorney in the County Attorney's Office will notify the alleged victim, alleged perpetrator, and appropriate management officials of the results of the investigation and the recommendation for resolution.

## **2. Remedial Action**

- a) If the alleged perpetrator is a County employee, the Director of the Department or Office where the alleged perpetrator is employed is responsible for taking appropriate remedial action to resolve the complaint. Appropriate remedial action may include referral to the Employee Assistance Program or other type of counseling, transfer, disciplinary action, including discharge, or the filing of civil criminal charges.
- b) If the alleged victim is a County employee, but the alleged perpetrator is a contractor, consultant, subcontractor, their employees, individuals who conduct business with the County, or individual who receive services from the County, the appropriate remedial action will be recommended by the County Attorney and implemented by the CAO.
- c) The EEO Officer will continue to review the complaint until the complaint is resolved and report the status of the complaint and investigation to the County Attorney on a regular basis as agreed by the EEO Officer and the County Attorney.

**EDUCATION AND TRAINING**

1. The County will provide ongoing educational and training programs to inform employees about sexual harassment, how to prevent it and how to identify and deal with complaints of sexual harassment.
2. This policy must be provided to all employees and must be made available to the public.
3. Further information about this policy or how to file a complaint may be obtained by contacting the EEO Officer in the Office of Human Resources.

**EFFECTIVE DATE**

This policy is effective immediately upon the signature of the County Executive below.

Approved:

<u>Signed by Douglas M. Duncan</u>	<u>8/1/96</u>
Douglas M. Duncan	Date
County Executive	

Approved for form and legality:

<u>Signed by Charles W. Thompson</u>	<u>7/31/96</u>
Charles W. Thompson, Jr.	Date
County Attorney	

# ***MEDIATION***

## **Fact Sheet**

Disputes in the workplace are often inevitable. Traditionally, the means of resolving employment disputes has been the time-consuming and often costly prospect of filing a formal complaint. **The EEO & Diversity Management Team** in the Office of Human Resources offers an appealing and effective alternative to the often adversarial process of filing a complaint: **Mediation**. Mediation is an informal, voluntary process which provides a safe, non-threatening forum for the parties to a complaint to discuss the issues and work out a mutually agreeable solution. The process is completely voluntary to all parties; there is no obligation to participate or reach an agreement, and either party may withdraw from mediation at any time. If either party chooses not to participate, or the mediation fails to produce an agreement to settle the complaint, the complaint will be processed and investigated in the normal fashion. The failure to successfully mediate a complaint will in no way affect the investigation.

The mediation is facilitated by a trained mediator who serves as a neutral third party. The parties understand that the mediator is there to facilitate the process and does not act as a decision-maker or counsel to either party. Individuals participating in mediation agree to keep all matters discussed during the mediation session confidential. The information presented during mediation cannot be used as evidence in any subsequent administrative or judicial proceeding.

More and more organizations are using mediation as an effective and efficient way to settle employment disputes. The advantages of mediation are numerous:

- quicker resolution of complaints
- less burdensome, no preparation is required
- less costly, does not involve outside counsel
- amicable and conciliatory process, not adversarial
- improves communication among parties
- salvages and often improves work relationships
- self-empowering process; parties maintain control
- self-imposed solutions, not externally imposed
- parties are invested in process; greater commitment to outcome
- win-win outcomes, not win-lose
- confidential and voluntary
- trained, impartial facilitator
- high rate of successful resolutions
- nothing to lose!

# **MONTGOMERY COUNTY DIVERSITY COUNCIL BY-LAWS**

As Amended: May 27, 1999

## **I. Purpose and Mission Statement**

The purpose of the Diversity Council is to create an environment where there is conscious acceptance, education, and inclusion of diversity within Montgomery County. It works to ensure that all employees and those we serve, are afforded equal opportunity in all areas of employment, programs and services provided by the County.

## **II. Definitions**

Diversity is the existence of areas of differences and similarities in all individuals included in the society of the world. These differences and similarities include, but are not limited to: gender, race, color, ethnicity, national origin, religion, age, physical characteristics, sexual orientation, and disability.

Diversity Competency is understanding and affirming the inclusion of individual human differences and similarities. Additionally, it is ability to learn, absorb, and value the unique attributes that each person brings, and the willingness to benefit from the diverse nature of humanity.

## **III. Function**

The Diversity Council (Council) serves as an advisory body and communication link between the County Executive and County employees, employee associations, management, and community groups that represent the diverse citizenry of Montgomery County. Specifically, the Council shall:

- A. Review the County's Workforce Diversity Initiative and make periodic recommendations for updates, improvements, or other modifications as needed.
- B. Provide advice and consultation to the Chief Administrative Officer and the Director of the Office of Human Resources on the development, implementation and dissemination of the County's Diversity Plan and the annual analysis of the County's progress toward its diversity-related goals. Provide advice and guidance on other matters related to diversity and equal employment opportunity issues such as: employee development of cultural competencies, equity in access to training and educational opportunities, organizational assessment, cultural change and leadership development.



- C. Serve as a communication channel through which all County employees, employee associations, and community groups will be able to express ideas as they relate to diversity issues.
- D. Support the Director of the Office of Human Resources in other appropriate ways to promote programs and services related to diversity and equal employment opportunity.
- E. Assist County departments in their efforts to develop or improve departmental diversity and equal employment opportunity initiatives.

#### **IV. Membership**

The Diversity Council shall be comprised of representatives of County employee associations, departments and agencies, special population groups, community liaisons, and community organizations. Each of these representatives shall have only one vote. Members of the Diversity Council will be confirmed by the Chief Administrative Officer and will include, but not limited to:

- A. Employee Associations: African American Employees Association, Asian-Pacific American Employee Association, GLOBE, Hispanic Employees Association, Montgomery County Coalition of Black Police Officers, and the Montgomery County Government Employees Organization. Each organization shall be allotted one representative and one alternate. The selection of representatives is made by the appropriate employee association.
- B. Departments/Agencies: Each County department/agency shall be allotted one representative on the Diversity Council and one alternate.
- C. Members-At-Large: A total of five members at large will be appointed to reflect a cross-section of the Montgomery County employee workforce. A subcommittee of the Diversity Council will be responsible for reviewing the membership in order to make recommendations regarding appropriate representation of at-large members. The CAO will confirm and approve the recommendations of the committee.
- D. Special Populations and Diversity Issues: The Diversity Council will include membership from County employees with knowledge and expertise of special populations and specific diversity issues. Such representation shall include the following:

- CAO Staff
- ADA Compliance Coordinator
- Disability Program Manager
- EEO Officer
- Human Resources Director
- Staff to:
  - Commission on Aging
  - Commission on Children and Youth
  - Commission on People with Disabilities
  - Human Relations Commission
  - Commission for Women
  - HHS – Aging and Disability Services
- Workforce Diversity Coordinator
- County Executive's Minority Advisory Representatives

The above designated representatives of special populations and diversity issues of the Diversity Council will not serve as Chairperson of the Council, but shall have voting privileges. Representatives of special populations and diversity issues who also represent departments shall only have one vote.

## **V. Organization**

### **A. Term of Office**

1. Employee association representatives will serve at the pleasure of their membership for unspecified terms.
2. Members-at-Large shall serve two years and may not serve more than two consecutive terms.
3. Departmental/agency Diversity Council representatives will serve at the pleasure of their department heads for unspecified terms. Should a department or agency head need to replace the representative, the department head should send written notification of that replacement to the Council Chair or Guidance Committee.

4. Members representing special populations and diversity issues shall serve at the pleasure of their department/agency heads for unspecified terms. Should a department or agency head need to replace the representative, the department head should send written notification to the Council Chair of Guidance Committee.

B. Chairperson/Vice Chairperson

1. Shall preside at all meetings of the membership and have the authority and responsibility customarily conferred on the presiding officers. The Chairperson and Vice Chairperson shall also preside at meetings of the Guidance Committee.
2. Term of Service – The positions shall be elected annually by a simple majority of the members present of the Diversity Council. Elections shall be held at the June Council meeting and newly elected Chairperson and Vice Chairperson shall take office in July. The Chair and Vice-Chair may serve no more than two consecutive terms in each position.
3. Absence of the Chair - In the absence of the Chair, the Vice-Chairperson will assume responsibility for the Diversity Council.
4. Responsibility – The Chairperson, with the assistance of the Guidance Committee, shall prepare an agenda for each meeting of the Diversity Council. The agenda shall be distributed at least seven days prior to the Council meetings.
5. Powers – The Chairperson may assign tasks to members for research, study or analysis and request reports back within a specific time period. These assignments shall become part of the minutes of the Diversity Council.

C. Other Officers – the Council may have other officers appointed at the discretion of the Chair. Such officers may include, but are not limited to, Recording Officer, and Financial Officer.

D. Guidance Committee

1. The Diversity Council shall have a Guidance Committee which shall be empowered to act on behalf of the Council when

circumstances exist which preclude meetings by the entire Council.

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The Guidance Committee shall meet monthly in order to develop agendas for full Council meetings or to take up and research issues which may be discussed at a later date by the full Diversity Council. From time to time, the Committee will meet in emergency session to discuss issues which must be resolved prior to the next meeting of the full Council.

2. The Guidance Committee shall take action by polling its members for consensus of opinion. Consensus is reached when, after discussion, the majority of the members present agree that an action should or should not be taken.
3. Composition - The Guidance Committee shall be comprised of seven members: the Chair and Vice-Chair of the Council, four additional Council members, and the County's EEO/Affirmative Action Officer.
4. Term of Service – The term of service for Guidance Committee members shall be one year. The four additional members of the Guidance Committee shall be elected annually by a simple majority of the members present of the full Council. Elections shall be held in June and newly elected committee members shall begin their terms in July. Guidance Committee members may serve no more than three consecutive terms. The Chair and Vice Chair may serve an additional two consecutive years on the Guidance Committee if they are elected to that committee immediately following their terms as Chair and Vice-Chair.

#### E. Early Termination of Membership

It is the aim of the Diversity Council that its members participate fully in the business of the Council. To that end, the Council strives to assure full attendance at monthly meetings. Therefore, if a member does not attend three consecutive meetings without valid reasons, as determined by the Council, that member shall be required to terminate such membership.

## **VI. Operational Procedures**

### A. Method of Conducting Internal Business

1. Normally, the Diversity Council shall take action by the adoption of resolutions. Resolutions shall be adopted by the Council when a majority of the members present vote to take that action.
2. When resolutions are deemed unnecessary, the Council may take action by polling its members for consensus of opinions. Consensus is reached when, after discussion and without a vote, the majority of the members present agree that an action should or should not be taken.
3. Record of Meetings – The Office of Human Resources will provide assistance as needed to record meetings, prepare minutes, and distribute materials for review by Council members prior to each monthly meeting.

B. Method of Conducting External Business

1. The Council Chair will meet semi-annually with the CAO, and quarterly with the Director of the Office of Human Resources. Additional meetings with the CAO and/or Human Resources Director shall be scheduled as needed.
2. Information – The Diversity Council may require information from various agencies, departments, etc. as it deems necessary for the conduct of its monitoring responsibility. The Council may request that the department head or designee provide reports on departmental diversity initiatives in which the Council will be involved occasionally.
3. Other Meetings - The Diversity Council Chair, Vice-Chair, or Council members may conduct meetings with department heads or their designees, employee associations, or community-based organizations as deemed necessary for the responsible conduct of Council business.
4. Minutes – the minutes and all correspondence of the Diversity Council should be a matter of public record . The minutes may be

a summary and shall reflect each item considered, the action taken, and the results of voting or consensus polling.

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C. Meetings of the Diversity Council

1. Frequency - The Diversity Council shall hold regular open meetings and such other meetings as may be called by the Chairperson. Special meetings may be called when requested by at least three members of the Council or by the Director of the Office of Human Resources.
2. Committees – The Chair may appoint committees or working groups at his or her discretion. Such committees may be long-term/standing or short-term/task oriented. Committees and short-term working groups will be dissolved when their work has been completed.

**VII. Amendments**

These bylaws may be amended by a simple majority vote of the members present.

**NOTE:** These bylaws were adopted effective: April 24, 1997  
The amendments to these bylaws were adopted effective: May 27, 1999